



DEPARTMENT (53010) : 2025 BIENNIUM : OGSM OBJECTIVES, GOALS, STRATEGIES & MEASURES

Objective/Mission:	To champion a healthy environment for a thriving Montana		
Goal:	# of outbound, proactive touches = 100,000		
Horizon: 2025 Biennium	Establish and maintain DEQ's environmentally-responsible & customer-centric culture and live our values: Leadership, Accountability, Customer Service, Respectful Disagreement and Sound Decision-making, Efficiency, Communication and Excellence		
Strategy	Initiative	Who	Measure
Customer Service, Accountability & Efficiency	Leadership – teach, train and enhance DEQ leaders in accountability, dashboarding and performance	Director	Did it happen?
Customer Service, Accountability & Efficiency	Customer Service – Sustain 10 proactive outbound touches (POTs), per employee per month; enhance internal/external improvements, survey/response/program reviews	Senior Leadership	4,000 POTs/month
eGov	eGov initiative – hit interim targets (12/1/22), deliver on full eGov as #3 or #4 state agency to transition <u>with</u> /financials & GIS	Senior Leadership	Did it happen?
Red Tape Reduction	Regulatory Reform – from 8-1-22 100% agency review and advance improvements for legislative/executive streamlining efforts, effectiveness and boldness; Continue to make common sense reform measures throughout 2023-2024.	Senior Leadership	Did it happen?
Customer Service, Accountability & Efficiency	Rocks (heavy, long-term challenges)– root out the challenges and move them to decision points in Water, Mining, Reclamation and Remediation.	Senior Leadership	2 rocks/year
Customer Service, Accountability & Efficiency	Sustain a strong and growing employee wellness initiative, employee mentoring program, training plans.	Deputy Director	Multiple
	Review DEQ Recruit/Retain, move days to hire <21 days. Move overall turnover rate to <10%.		
	Transition and lead agency regarding remote work initiatives; lead performance management efforts with on-time quarterly check-ins, annual reviews and increased employee flexibility, happiness and retainment		
Customer Service, Accountability & Efficiency	Housing - Deliver on Governor's Housing Task Force (Oct 15, Dec 15, April 2023 (session)) - leadership and performance on affordable, attainable housing.	Director	Did it happen?
Customer Service, Accountability & Efficiency	Establish, enhance and maintain relationships with federal, state, local, tribal agencies and consistent, involved, respectful stakeholders	Senior Leadership	2 mtgs/quarter
Customer Service, Accountability & Efficiency	Celebrate – get on with the wins!	All Agency	Twice/year



PGM 10: CENTRALIZED MANAGEMENT PROGRAMS : OGSM (HR, IT, FINANCE, LEGAL, ENFORCEMENT & PUBLIC POLICY)

Objective/Mission:	To support DEQ in championing a healthy environment for a thriving Montana		
Goal:	Improve customer service with proactive phone calls, emails and visits (10 per employee per month tracked as proactive outbound touches)		
Horizon: 2025 Biennium	Establish and maintain DEQ's environmentally-responsible & customer-centric culture and live our values: Leadership, Accountability, Customer Service, Respectful Disagreement and Sound Decision-making, Efficiency & Effectiveness, and Excellence		
Strategy	Initiative	Who	Measure
eGov	2023: Implement Cloud Based Contact Center; Implement document warehouse solution for sample data collection; Integrate GIS w/engineering and subdivision public facing applications. 2023-2024: Convert WQD and AQB to 100% digital; Implement Citizen Portal for DEQ public facing applications; and Integrate ariel imagery into mining GIS public facing applications.	IT	Did it happen?
Customer Service, Accountability and Efficiency	Lead recruitment and retention initiatives of the agency with objectives to move overall employee turnover to less than 10% and reduce days to hire below 21 days from closing dates of job postings.	HR	<10% & <21 days
Customer Service, Accountability and Efficiency	Develop internal human resources dashboards for reporting to agency leadership with a focus on improving efficiencies, transparency and drive for increase accountability.	IT/HR	Did it happen?
eGov	Utilize technology to improve internal operations of HR, Enforcement, Public Policy and Finance operations—creating efficiencies by simplifying processes.	All	Did it happen?
Customer Service, Accountability and Efficiency	Ensuring all centralized management program staff complete a minimum of 10 proactive outbound touches/month to improve customer service and efficiencies.	All	10/employee /month
Red Tape Reduction	Assist programs in surveying existing statutes and rules for inefficiencies or necessary clarifications. Have proposed ruled by end of biennium and propose statutory changes during 2023 Legislative Session;	All	Did it happen?
Customer Service, Accountability and Efficiency	Increase efficiencies within the legal unit to make it easier to locate documents & communicate within the group by: purchasing electronic document management system; implementing templates/naming conventions for records management; and breaking down silos to ensure subject matter experts have backup to provide support due to workload and staffing issues.	Legal	Did it happen?
Red Tape Reduction	By Fall 2024, complete two phases of Major Facility Siting Act (MFSA) rulemaking, involving regular, transparent collaboration with stakeholders. Through this process, identify MFSA statutory concepts to advance for consideration by 2025 Legislature (if any).	Public Policy	Did it happen?
Customer Service, Accountability and Efficiency	By the end of 2024, improve average response times on public information requests to achieve a goal of fulfilling 80% of requests within 30 days (currently we achieve this timeline for about 60% of requests). We will achieve this by filling key positions, identifying and implementing process efficiency gains, making better use of existing technology, and improving staff training.	Public Policy	Did it happen?
Customer Service, Accountability and Efficiency	Engage in at least one meaningful connection per year with each Montana tribe (Council or staff), not related solely to a specific project or controversy.	Public Policy	Did it happen?
Customer Service, Accountability and Efficiency	Proactively collaborate with agency regulatory programs by providing timely and effective informal and formal enforcement.	Enforcement	Did it happen?
Customer Service, Accountability and Efficiency	Increase agency's internal awareness of how Enforcement Program enforces regulations by creating robust library of internal resources and training.	Enforcement	Did it happen?



PGM 20 : WATER QUALITY DIVISION : OGSM

Objective/Mission:	Clean water for all Montanans from peaks to prairies		
Goal:	# of outbound/proactive touches = $(140 \text{ employees} \times 10/\text{month}) = 16,800$		
Horizon: 2025 Biennium	Protect human health and the environment from the carcinogenic, toxic, and harmful effects of pollutants that make their way into surface water, ground water, and drinking water from permitted dischargers and non-point sources. Live our values: Leadership, Accountability, Customer Service, Respectful Disagreement and Sound Decision-making, Efficiency & Effectiveness, and Excellence		
Strategy	Initiative	Who	Metric
Red Tape Reduction	Identify which rules and regulations are the next candidates for reform	WQD Leadership Team	# of Rules/Regs updated
Customer Service, Accountability & Efficiency	Leadership – Assess, train, and hold each other accountable for developing ourselves and our team through quarterly check ins, and WQD leadership training	WQD Leadership Team	100% completion of check ins
Create More High Paying Jobs	Meet statutory deadlines for review of subdivisions and wastewater or drinking water systems	Engineering Bureau	% of files not completed on time
Customer Service, Accountability & Efficiency	Build relationships with secondary education to recruit, retain, and train WQD staff (Engineers in Training, Environmental Scientists, and other key roles)	Bureau Chiefs	6-8 recruits/Bureau contacted
eGov	Online portal launched for our customers to submit plans for subdivision review, wastewater and drinking water infrastructure	Engineering Bureau	% of plans submitted via CMS
eGov	Create a Water Quality Division road map to be 100% electronic in all bureaus	WQD Leadership Team and IMB	Road map complete by winter 2023
Customer Service, Accountability & Efficiency	Implementation of new technology and optimization of existing technology for eGov initiative and reduction of paper files.	WQD Leadership Team and IMB	% of work done on paper
Customer Service, Accountability & Efficiency	Rocks – root out the challenges and move them to decision point in Water	WQD Leadership Team	2 rocks/ year



PGM 40 : WASTE MANAGEMENT & REMEDIATION DIVISION

OGSM

Objective/Mission:	Protect human health and the environment by preventing exposure to contaminants and effectively implementing waste management and cleanup strategies.		
Goal:	# process improvement implemented, regulatory reform elements, or guidance documents implemented/year (Identify what is working well and areas for improvement)		
Horizon: 2025 Biennium	Establish and maintain DEQ’s environmentally-responsible & customer-centric culture and live our values: Leadership, Accountability, Customer Service, Respectful Disagreement and Sound Decision-making, Efficiency & Effectiveness, and Excellence		
Strategy	Initiative	Who	Measure
eGov	Build efficiencies and cross-coordination with internal and external customers through integration of DEQ systems, TREADS database, EQUIS database, GIS and develop a platform for the public to access information from each system.	WMRD Leadership and IMB	Did it happen?
eGov	eGov initiative – find an implement a document management system, and move major hard copy documents into it.	WMRD Leadership and IMB	Did it happen?
Customer Service, Accountability and Efficiency	Customer Service –Improve customer service with proactive phone calls, emails, and visits, (10 per person per month tracked as proactive outbound touches).	WMRD	1k/month
Red Tape Reduction	Regulatory Reform – three division bills in the 2023 legislature, amend rules identified in red tape relief effort prioritized according to value and consideration of agency resources. Reduce unnecessary regulations and gain efficiency in state government.	Division Administrator	Did it happen?
Create More High Paying Jobs	Provide necessary resources to perform state consultations to move remediation processes forward and initiate cleanup contracts for State lead sites at Federal Superfund Sites. Provide technical and compliance assistance to the regulated community.	WMRD	Did it happen?
Customer Service, Accountability and Efficiency	Facilitate redevelopment by cleaning up sites and adequately documenting that the sites no longer pose an unacceptable risk to human health.	WMRD Remediation	Did it happen?
Customer Service, Accountability and Efficiency	Achieve a greater scope of environmental remediation by leveraging available resources in concert with engaged stakeholder and non-governmental entities.	WMRD Leadership and Brownfields	Did it happen?
Customer Service, Accountability and Efficiency	Review WMRD Recruit/Retain, move days to hire <21 days. Move overall turnover rate to <10%.	WMRD Leadership	Did it happen?
Create More High Paying Jobs	Issue on time, defensible permits that meet statutory deadlines and facilitate workforce and economic development. Where permits are backlogged, identify improvements to clear the backlog.	WMRD	Did it happen?
Customer Service, Accountability and Efficiency	Identify efficiencies in regulatory oversight and gain efficiencies with business process improvements to move cleanup forward, quality work on more sites, and close releases.	WMRD	1 X /Quarter
Customer Service, Accountability and Efficiency	Transition and lead agency regarding remote work initiatives; lead performance division performance management efforts with on-time quarterly check-ins, annual reviews and increased employee flexibility, happiness and retainment	WMRD Leadership	Did it happen?
Customer Service, Accountability and Efficiency	Celebrate – get on with the wins!	WMRD	2x/year



PGM 50 : AIR, ENERGY AND MINING DIVISION : OGSM

Objective/Mission:	To support the sustainable use of air, energy, and mining resources.		
Goal:	# of cross-division, collaborative efforts with focus toward customer service		
Horizon: 2025 Biennium	Build upon solid foundation for collaboration and continue to advance toward decision points.		
Strategy	Initiative	Who	Measure
eGov	Advance customer service by embracing E-Government opportunities. Continue to utilize DocuSign, GIS and FACTS to transition toward paperless permitting and reporting. Rollout of Opencut in FACTS and Winter Burning permits. Move Air Quality Bureau toward 100% digital by 2024.	Air, Mining	Did it happen? # of conversions are complete in AEM?
Customer Service, Accountability and Efficiency	Increase inspections by 15% in Mining and Air over 2021 levels. Accountability to schedule and complete moving through 2024.	Air, Mining	Did it happen? How many inspections?
Red Tape Reduction	Begin next annual review and prioritization of Regulatory Reform efforts. Have next 5 rulemaking efforts prepared to initiate post-2023 Legislative session.	AEM Bureaus	Did it happen? Are 5 teed up in Esper?
Customer Service, Accountability and Efficiency	Improve tribal consultation in Division activities. Provide for broader cultural awareness and engagement in decision-making. Continue to pursue opportunities for MOU with tribes for mining—assess resource needs and asks of Legislature.	All, Mining	Did it happen? Meeting with CSKT? # of MOUs complete?
Customer Service, Accountability and Efficiency	Encourage employee connection. Define, share, and live by DEQ vision and values. Managers strive for regular, productive meetings, share information widely, and express gratitude. Recruit and retain—innovation in hiring practices	All Division	Have we successfully reduced vacancy rate from 17%?
Customer Service, Accountability and Efficiency	Celebrate the wins!	All Division	Did it happen?
Customer Service, Accountability and Efficiency	In division, bureau and section meetings, begin with a positive reinforcement segment to encourage dialogue and recognition.	All Division	Did it happen?
Customer Service, Accountability and Efficiency	Evaluate ways or ideas for awarding small tokens of individual or team recognition to highlight special efforts. Be grateful.	Division Administrator	Did it happen?



PGM 80 : LIBBY ASBESTOS SUPERFUND OVERSIGHT COMMITTEE (LASOC) : OGSM

Goal:	Meet objectives and provide solutions for effective, consistent, and accountable management.		
Horizon: 2025 Biennium			
Strategy	Initiative	Who	Metric
Customer Service, Accountability & Efficiency	Proactively budget, plan, and establish a long-term Trust Fund.	LASOC	Did it happen?
Customer Service, Accountability & Efficiency	Enhance stakeholder communication and streamline operation and maintenance activities.	LASOC	Did it happen?



PGM 90 : PETROLEUM TANK RELEASE COMPENSATION BOARD (PTRCB) : OGSM

Horizon: 2025 Biennium			
Strategy	Initiative	Who	Metric
Red Tape Reduction	Continue with Statute and Rule review for transparency and clarity and promulgate any revisions to reduce regulations and provide clear understanding.	PTRCB	# of Rules/Regs updated
eGov	Continue to make more information digitally available and improve stakeholders ease of access to data.	Staff	Did it happen?
Customer Service, Accountability & Efficiency	Assist tank owners and operators in meeting financial assurance requirements through a responsible and effective business process.	PTRCB	Did it happen?
Customer Service, Accountability & Efficiency	Keep the job pumps primed by having adequate financial resources and effective procedures to timely reimburse corrective action.	PTRCB	Did it happen?