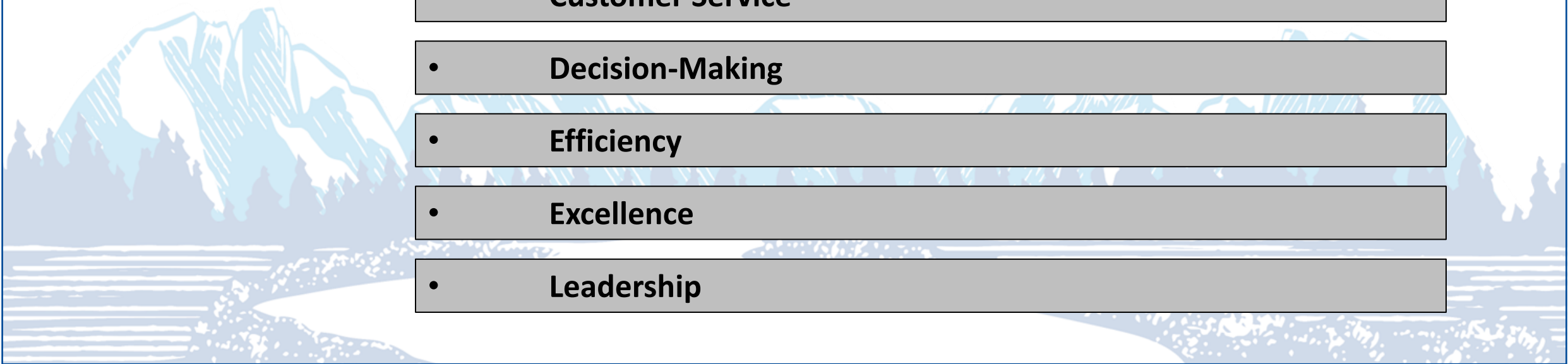


At DEQ, our mission is to champion a healthy environment for a thriving Montana

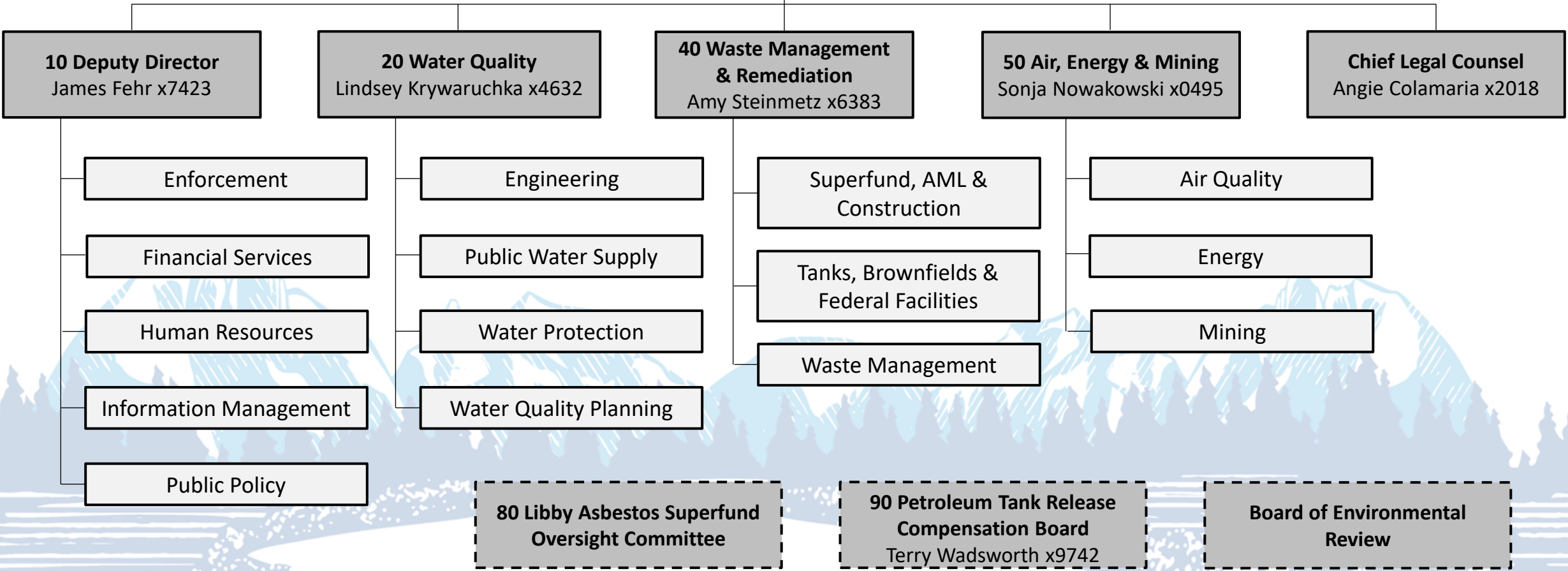
VALUES:

- Accountability
- Communication
- Customer Service
- Decision-Making
- Efficiency
- Excellence
- Leadership



DEQ Montana Department of Environmental Quality

53010 Environmental Quality
Director Christopher Dorrington x6815

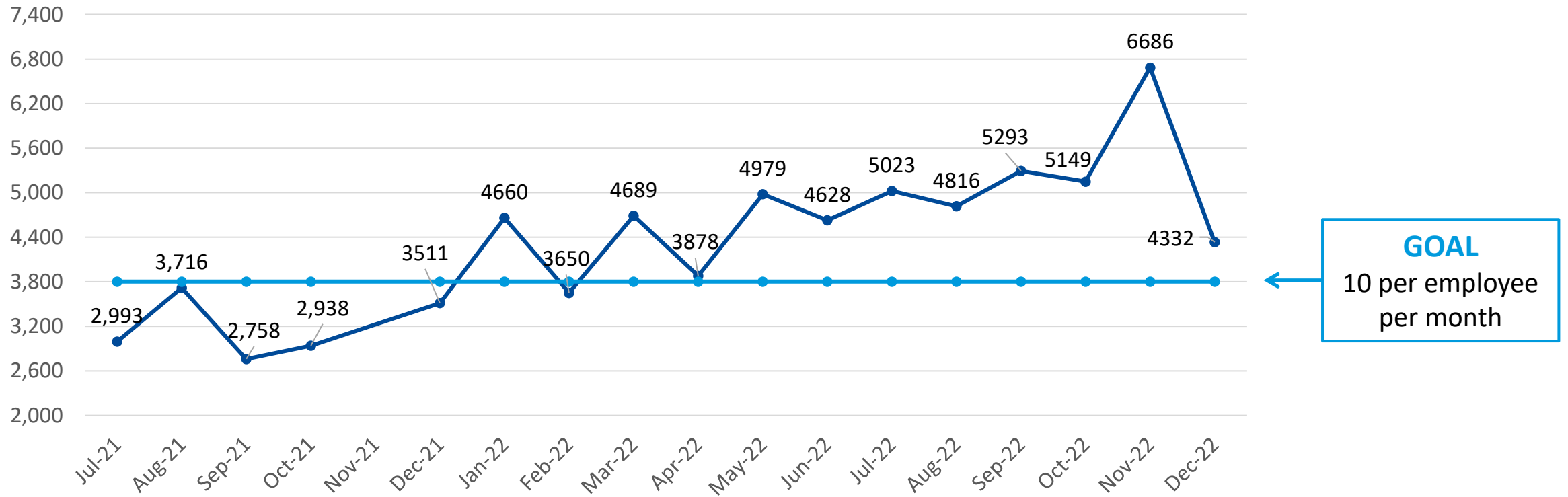


Objective, Goals, Strategies, Measures

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 with/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

Proactive Outbound Touches

Total in 2022: 57,783



Building a culture of customer service.

Pending SUB and PWS files

