

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

### **VALUES:**

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

# DE Montana Department of Environmental Quality

#### **53010 Environmental Quality**

Director Christopher Dorrington x6815

**40 Waste Management Chief Legal Counsel 10 Deputy Director** 20 Water Quality 50 Air, Energy & Mining & Remediation James Fehr x7423 Lindsey Krywaruchka x4632 Sonja Nowakowski x0495 Angie Colamaria x2018 Amy Steinmetz x6383 Enforcement **Engineering** Superfund, AML & Air Quality Construction **Financial Services Public Water Supply** Energy Tanks, Brownfields & **Federal Facilities Human Resources Water Protection** Mining Waste Management Information Management Water Quality Planning **Public Policy** 90 Petroleum Tank Release **80 Libby Asbestos Superfund Board of Environmental Compensation Board Oversight Committee** Review Terry Wadsworth x9742

Updated Dec. 2022

## Objective, Goals, Strategies, Measures

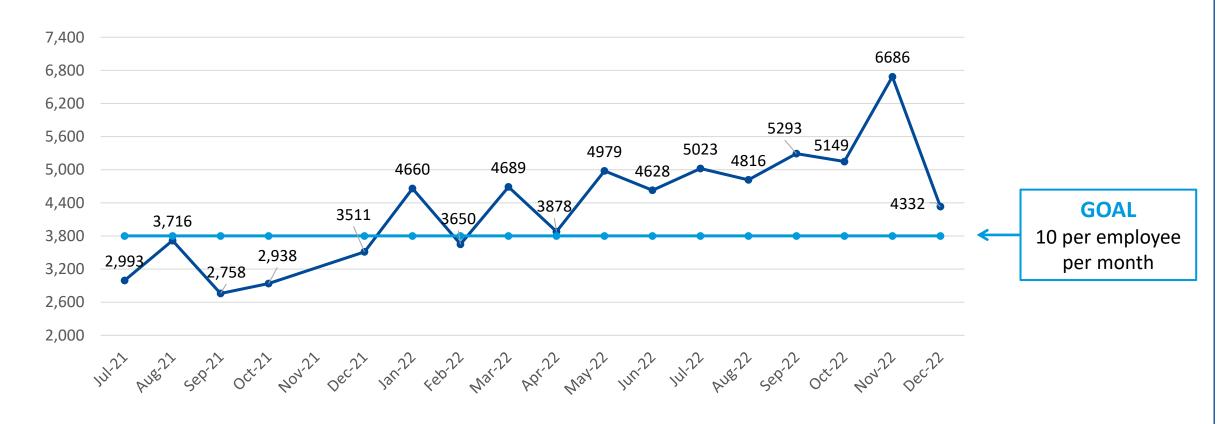
Objective/Mission:	To champion a healthy environment for a thriving Montana		
Goal:	# of outbound, proactive touches = 100,000		
Horizon: 2025 Biennium	Establish and maintain DEQ's environmentally-responsible & customer-centric culture and live our values:  Leadership, Accountability, Customer Service, 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/mon h
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.		Multiple
	Review DEQ Recruit/Retain, move days to hire <21 days. Move overall turnover rate to <10%.	Deputy Director	
	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



More detail available online: <a href="https://deq.mt.gov/about/legislature">https://deq.mt.gov/about/legislature</a>

### **Proactive Outbound Touches**

Total in 2022: 57,783





Building a culture of customer service.

## **Pending SUB and PWS files**

