



**DEPARTMENT OF ENVIRONMENTAL QUALITY
POLICY AND PROCEDURES**

SUBJECT: STRATEGIC PLANNING
Date: January 9, 2006
Revised Date: July 27, 2007

Number: 01-016
Page 1 of 4

ISSUE:

The Department of Environmental Quality (DEQ) shall implement a strategic planning process involving all levels of employees in order to effectively carry out the DEQ's responsibilities, position the DEQ for long-term success, and make effective use of available resources.

POLICY:

The DEQ will undertake an annual strategic planning process that will coordinate, to the extent possible, with the Governor's Office planning cycle, the federal grant process, and the performance appraisal process.

The strategic planning process consists of two components:

1. The DEQ's strategic plan provides a framework for describing how the DEQ will achieve its mission of protecting health and the environment. In increasing level of detail, it consists of "themes," "goals," "focus areas," and "objectives."

The broad subject areas of the DEQ's work are "themes." Within these themes, the DEQ devotes programs and functions to achieving certain "goals." Themes and goals remain relatively constant over the long term (three to five years).

In the shorter term (one to three years), the DEQ allocates some resources to "focus areas" in pursuit of the goals. Each year, the DEQ identifies significant new programs, targeted activities, and enhancements to existing programs as "objectives" within individual focus areas. With rare exceptions, an objective is stated as a specific accomplishment or deliverable that is to occur by a specified date, either in the current or a future fiscal year.

2. Each bureau, division, and office (hereafter "division") develops a work plan that will describe: (a) the steps necessary to implement those objectives identified in the DEQ strategic plan in which the division has a role, (b) any additional focus areas and/or objectives identified at the division level in furtherance of DEQ goals, and (c) on-going activities.

On-going activities are tasks that support the DEQ's themes and goals, but that do not necessarily fall within identified focus areas and/or objectives. On-going activities comprise the great majority of day-to-day work being done in the division. The on-going activities listed in the work plan do not need to be comprehensive but do represent the nature of the division's day-to-day activities. The work plan includes a specific description of how these activities will be measured or assessed at mid-year and year-end. The level of detail necessary in a given work plan is agreed upon between the division chief and his or her respective deputy director.

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Number: 01-016
Page 2 of 4

The DEQ will conduct strategic planning as an iterative process. The steps in this process, including the due dates for each, are described in the Procedure section below. This process is designed to achieve four major purposes:

1. The DEQ strategic plan provides an overview of the DEQ's policy and program direction. This direction can be viewed from both a longer term perspective (in the form of themes and goals) and shorter term perspective (in the form of focus areas and objectives).
2. Because it categorizes DEQ activities in common terms, the strategic plan will highlight interrelationships between activities of separate divisions. And because divisions will see related initiatives planned by other divisions during the planning process, the strategic plan will foster coordination.
3. Both the DEQ strategic plan and division work plans will list objectives and target dates for achieving objectives. By clearly delineating these expectations, the process will foster successful implementation efforts. However, since the planning function is necessarily predictive in nature, it must be sufficiently flexible to account for changed circumstances.
4. The planning process also includes a reporting component. While reporting will be kept to a minimum, it does serve an important evaluation function. Evaluation will allow the DEQ to identify the basis for both successful and unsuccessful efforts and therefore improve the potential for success over time.

Each employee has an important role in this process. First, when developing its contribution to the DEQ's strategic plan, each division will poll its employees for suggested objectives consistent with the DEQ themes, goals, and focus areas, and the division's program needs. Second, each employee provides an important contribution to the success of DEQ efforts. The division work plan and employee performance objectives should be structured to allow each employee to recognize that contribution.

The Executive Division is responsible for coordinating development of the DEQ's strategic plan with the development and implementation of the Governor's Cabinet Action Plan.

PROCEDURE

The following procedure applies to development of the annual DEQ strategic plan and division work plans.

<u>Responsibility</u>	<u>Date</u>	<u>Action</u>
Senior Management Team	February	Meet to review the DEQ strategic plan at the theme, goal, and focus area level. Identify potential modifications for the subsequent year's strategic plan.

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Number: 01-016
Page 3 of 4

Division Chiefs	April 1	After polling employees for suggestions, submit proposed content for the DEQ strategic plan including modifications to themes, goals, and focus areas, and proposed objectives.
Director	May 1	Distribute draft DEQ strategic plan based on proposed division submissions.
Senior Management Team	May 10 - 20	Conduct a strategic planning meeting to review draft DEQ strategic plan, identify areas for coordinated action or further refinement, and assign lead divisions as necessary.
Division Chiefs	June 1	Submit additional or revised information in response to needs identified at the strategic planning meeting. Begin development of division work plan.
Executive Division	June 20	Provide final draft of DEQ strategic plan for division review and comment.
Division Chiefs	July 7	Provide final comments on draft DEQ strategic plan.
Director	July 15	Adopt final DEQ strategic plan.
Division Chiefs	August 1	Provide draft division work plan to deputy director.
Deputy Directors	August 10 - 20	Meet with division chiefs and provide comments on draft division work plan.
Division Chiefs	August 31	Submit a revised draft division work plan to deputy director.
All DEQ Supervisors	September 1 to October 31	Use the revised draft division work plan to develop performance objectives for each employee for fiscal year.
Division Chiefs	December 21	Submit a final division work plan to deputy director.

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Page 4 of 4

The following procedure applies to reporting on implementation of the DEQ strategic plan and division work plans.

<u>Responsibility</u>	<u>Date</u>	<u>Action</u>
Division Chiefs	October 31 November 30 December 29 January 31 February 28 April 30 May 31 June 30 July 31 August 31 September 30	Provide monthly report on items included in the DEQ strategic plan that are included in the Governor's Cabinet Action Plan.
Division Chiefs	April 15	Submit mid-year report on current year division work plan to deputy director.
Senior Management Team	May	Discuss progress on strategic plan during a Senior Management Team meeting.
Division Chiefs	October 15	Submit year-end report on previous year division work plan to deputy director.
Executive Division	November 15	Prepare draft year-end accomplishment report and submit to division chiefs for comment.
Division Chiefs	December 1	Submit comments on draft year-end accomplishment report.
Director	December 15	Issue year-end accomplishment report.

Approved: _____ Date: _____