



# VEEP Integration Project

## Progress Briefing

Piedmont Regional Office  
April 23, 2008

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## Agenda

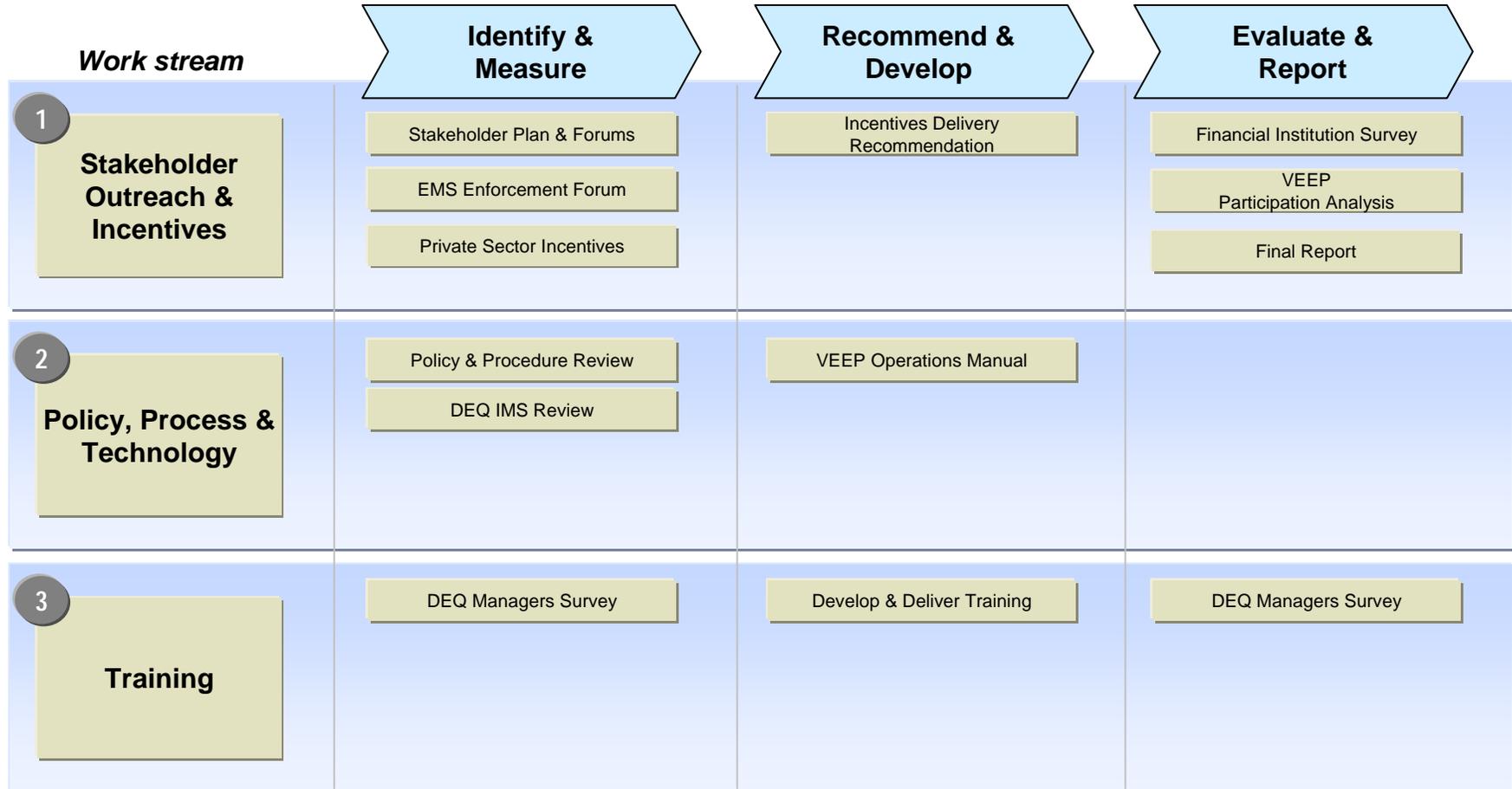
### Project Scope and Progress

- Project Objectives
- Project Progress
  
- ▶ Stakeholder Analysis
  - Stakeholder Engagements to Date
  - Results and Common Themes
  
- ▶ Integration Strategies
  
- ▶ Next Steps

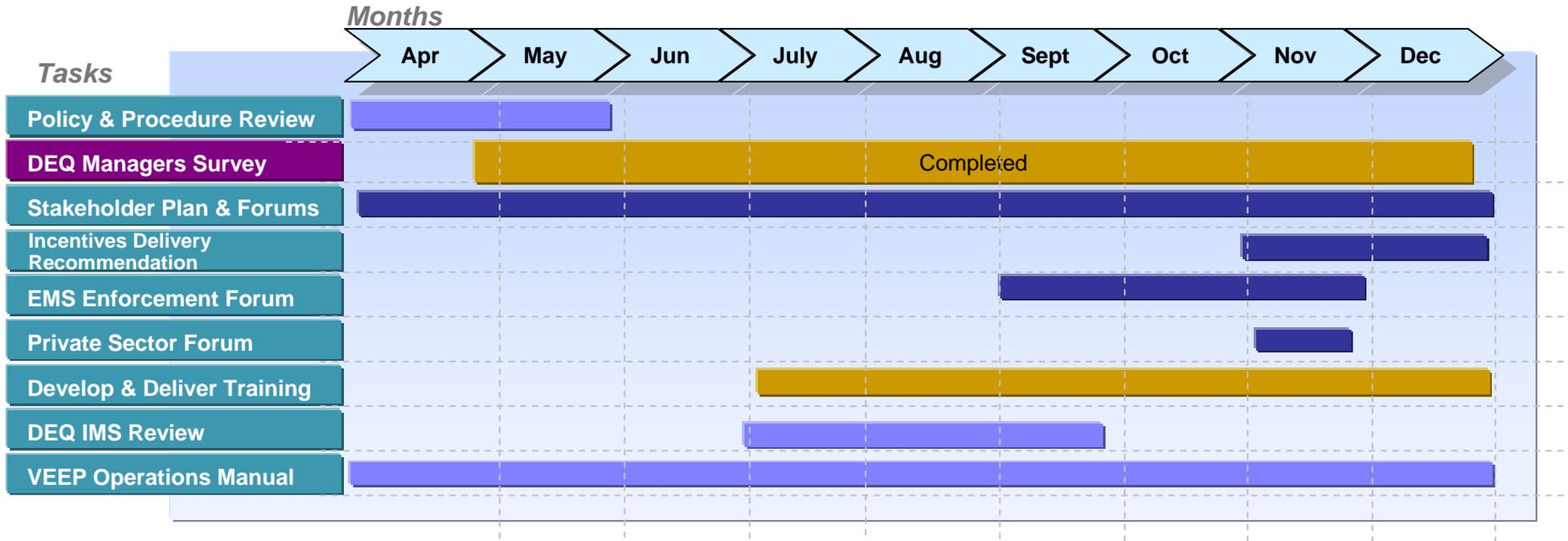
## The Leadership Team's Desired Outcomes

- ▶ Gain enduring environmental improvements;
- ▶ Improve the delivery of incentives;
- ▶ Increase efficient use of DEQ resources
- ▶ Change culture to environmental results, not just compliance
- ▶ Integrate into operations
- ▶ Better meet program goals
- ▶ Increase program and Regional staff in process
- ▶ Integrate Regional goals into VEEP facility objectives

# Project scope is grouped into three work streams:



# Progress and Near-term Steps



## Agenda

### Project Scope and Progress

- Project Objectives
- Project Progress

### Stakeholder Analysis

- Program Manager Survey Results
  - Stakeholder Interview Results
  - Stakeholder Dialog Results
- 
- ▶ Integration Strategies
  - ▶ Next Steps

# Key stakeholders with various levels of impact on the success of VEEP

Group ID#	Key Supporters/Sponsors
	Environmental Protection Agency (EPA)
	Virginia Regional Environmental Management System (VREMS)
	Virginia EMS Association (VEMSA)
	Governor's Office/Secretariat
	General Assembly
	Southern Environmental Law Center
	CODA

Group ID#	Internal
	Executive Leadership
	Middle Management
	Employees

Group ID#	Customers
	E2 Participants
	E3 Participants
	E4 Participants

Group ID#	External
	Media – State, Local and Industry
	Citizens (taxpayers)
	Potential Government Customers
	Potential Higher Education Institution Customers
	Potential Manufacturing Customers
	Potential NGO Customers
	Potential Small Business Customers
	Potential Commercial Customers

# Stakeholder engagements elicited input from both internal and external DEQ Stakeholder groups

## ▶ DEQ Program Manager Survey

- Surveyed 108 program managers representing DEQ's central office, regions, and across functional areas.
- 81% response rate with 47% in Permits & Compliance, 39% in central office and 61% in regions.

## ▶ External Stakeholder Interviews

- Conducted between November 2007 and February 2008
- Interviewees were chosen primarily from organizations previously involved with VEEP

## ▶ Stakeholder Dialog at Environment VA

- Conducted on April 2, 2008
- Included 17 representatives of industry, associations, NGOs, and federal facilities.
- Participants were chosen primarily from organizations new or unknown to VEEP
- Focused on fostering innovation and partnerships

# Stakeholder engagement findings and recommendations to achieve increased interest and participation in VEEP

- ▶ VEEP has many proponents and supporters; however stakeholders do not have a firm understanding of VEEP incentives or administration
- ▶ Stakeholders from all segments expressed similar commentary about VEEP
- ▶ Findings illustrate ample opportunity to collaborate with many stakeholders and drive increased participation in VEEP
- ▶ Levels of understanding vary among internal stakeholders with DEQ program media staff as requiring the most education
- ▶ Potential participants indicate a need for increased education and dialogue to develop their input into the program encouraging future participation
- ▶ Participants are looking for sharing of successes and increased innovation and technical support

## **VEEP has many proponents and supporters; however stakeholders do not have a firm understanding of VEEP incentives or administration**

- ▶ Greatest benefit of VEEP is a strengthened relationship with DEQ
- ▶ External stakeholders see DEQ's institutional knowledge about VEEP as low, causing an inconsistent application of VEEP across the Commonwealth
- ▶ A majority of stakeholders have only a moderate level of understanding
- ▶ Stakeholders expressed that quantifiable cost savings and efficiencies are not clear
- ▶ A majority of stakeholders are looking to VEEP for innovative approaches and collaboration

# Findings illustrate ample opportunity to collaborate with many stakeholders and drive increased participation in VEEP

Key Findings	How findings relate to current levels of VEEP support and participation
<p><b>Incentives/Benefits:</b> Commercial entities emphasized financial incentives; Government entities emphasized recognition</p>	<ul style="list-style-type: none"> <li>– Increased participation could be attained by having cost-benefit information available and more consistent focus on relationship management</li> </ul>
<p><b>Strategic Communications:</b> External audiences not involved with VEEP have a low level of awareness and VEEP does not have a sufficiently noticeable reputation; lack of lessons learned and success stories</p>	<ul style="list-style-type: none"> <li>– A low level of awareness among organizations is attributed to DEQ employees and managers being unable to tout the program effectively due to a lack of information and tools</li> <li>– A “story” needs to be developed with specific examples of success</li> </ul>
<p><b>Relationships:</b> Stakeholders see DEQ’s institutional knowledge about VEEP as low, causing an inconsistent application of VEEP across the Commonwealth. Evidence demonstrates that in many cases customers know significantly more about the program than DEQ employees</p>	<ul style="list-style-type: none"> <li>– Customers recognized that only a few DEQ employees are key proponents of VEEP and support its operation. This creates hesitation to join VEEP due to a perceived lack of support</li> </ul>
<p><b>Implementation and Innovation:</b> DEQ’s middle management described as averse to environmental innovation. Notably, stakeholders recognize DEQ’s executive team as a strong proponent of innovation; Lack of mentoring and collaborative technical support</p>	<ul style="list-style-type: none"> <li>– Employees are not accountable for VEEP participation and innovation. They are accountable for maintaining regulations and will remain averse to major shifts until a clear case for change and improvement is made</li> <li>– Support for innovation and collaboration needs to be consistent</li> </ul>

# Recommendations focus on producing self-sustaining initiatives across DEQ and external stakeholder groups

## ▶ Recommendations

- Improved incentives and benefits will make the program more attractive to all stakeholders.
- Strategic communications are needed to inform stakeholders of the value and details of the program.
- Improved relationships both within DEQ and with external stakeholders will lead to more consistent support for VEEP and greater collaboration.
- Improvements in implementation (including performance measures) will align employee performance awards, recognition, and accountability for success to encourage promotion of VEEP and ultimately of innovation within the regulated community.
- Move away from “voluntary program” to “partnership” to accent collaborative approach.

## ▶ Key Message (0-6 months)

- *“VEEP is a systems-based, collaborative approach to promoting environmental performance and innovation”*

## Stakeholders elaborated on the VEEP benefits that appeal to them

- ▶ Recognition from DEQ was mentioned by a majority of stakeholders as a positive benefit that they do or would enjoy

Stakeholder	What's in it for me (WIIFM)?
Internal	<ul style="list-style-type: none"> <li>– Employees cited reduced inspections for VEEP members as a benefit</li> <li>– Good public relations benefits for customers employees serve</li> <li>– Helps the environment by encouraging participation in innovative activities while maintaining compliance</li> <li>– Fulfilling their job requirements</li> </ul>
Potential Customers	<ul style="list-style-type: none"> <li>– Overall, potential customers cited program recognition as the best program motivator</li> <li>– Potential commercial customers cited claims of reduced fees and inspections</li> <li>– External audiences saw long term benefits stemming from establishing a collaborative relationship with DEQ</li> </ul>
Customers	<ul style="list-style-type: none"> <li>– Recognition was the most prominent benefit customers cited from participating in the VEEP</li> <li>– Reduced inspections for customer facilities was generally desired but not experienced</li> <li>– The strong relationship forged with the DEQ based on VEEP participation was appreciated</li> <li>– The program benefits customer organizations by encouraging focus and continuous improvement</li> <li>– A minority of customers cited cost savings as a result of VEEP's innovative flexibility</li> </ul>
Key supporters	<ul style="list-style-type: none"> <li>– Good public relations being associated with a “Green” program</li> <li>– Potential for environmental performance benefits</li> <li>– Potential for innovation</li> </ul>

# Stakeholders also elaborated on what aspects of the VEEP program were not beneficial and hinder participation

- ▶ Many stakeholders felt as though program benefits were unclear...

Stakeholder	What's against my interests (WAMI)?
Internal	<ul style="list-style-type: none"> <li>– Employees feel increased VEEP participation will lead to more work and requirements to learn more</li> <li>– Entry requirements are not clear or standardized, exposing employees to risk of certifying bad facilities</li> <li>– Among the other initiatives, finding time to focus on VEEP will be difficult</li> </ul>
Potential Customers	<ul style="list-style-type: none"> <li>– Ways to participate are not clear</li> <li>– Unsure of annual reporting requirements</li> <li>– Program start-up and long-term costs are unclear</li> <li>– VEEP is not structured to support larger customers with adequate support</li> </ul>
Customers	<ul style="list-style-type: none"> <li>– Savings and program-associated costs and benefits are not always clear by level</li> <li>– Increased inspections because customer facilities are now “on the radar” with their environmental regulator</li> <li>– Customer service is not consistent across the organization; Lack of collaboration and innovation</li> <li>– Paperwork for facility admission – not conducive for larger organizations</li> </ul>
Key supporters	<ul style="list-style-type: none"> <li>– Benefits are sometimes unclear</li> <li>– Lack of budget and staff at DEQ to support VEEP</li> <li>– Perception that VEEP is just a marketing program</li> <li>– Perception of liberal criteria allowing entrance to poor performers</li> <li>– Lack of innovation</li> </ul>

## **Incentives/Benefits:**

### **▶ Policy and Procedures**

- Review appropriate and available incentives for VEEP members at each level
- Develop procedure for consistent delivery of incentives
- Boost focus on collaboration and innovation

### **▶ Training and Education**

- Integrate information on VEEP benefits into established DEQ training
- Conduct stakeholder outreach events to increase both awareness and participation

### **▶ Tools**

- Develop set of outreach materials addressing incentives and benefits of VEEP levels
- Develop database for Website to track quantifiable VEEP benefits
- Hold periodic stakeholder meetings for sharing of information and to increase collaboration

### **▶ Performance management system**

- Identify incentives delivery metric in performance management system

# Strategic Communications:

## ▶ Policy and Procedures

- Develop procedure for consistent communications with stakeholders
- Implement monthly newsletter to stakeholders starting with results of interviews

## ▶ Training and Education

- Review established DEQ training to integrate VEEP information and identify how the program supports the media programs
- Outreach to include lessons learned and success stories
- Establish subject matter experts who will serve as initial resources for questions and distribute contact information

## ▶ Tools

- Develop tool set for Internet and Intranet sites
- Brown bags, teleseminars, and briefings to DEQ staff

## ▶ Performance management system

- Develop metrics for strategic communications

# Relationships:

## ▶ Policy and Procedures

- Integrate VEEP into performance plans of media program staff and other internal stakeholders through goal of environmental performance
- Implement a mentoring program to improve the sharing of lessons learned and success stories between VEEP participants
- Enlist DEQ media program staff to help set the direction of VEEP and address entry requirements for facilities including participation in application process and initial inspection

## ▶ Training and Education

- DEQ staff training to focus on importance of benefits of a collaborative relationship with VEEP members

## ▶ Tools

- Develop tool set for mentors focusing on collaboration

## ▶ Performance management system

- Develop metrics for DEQ staff at all levels and functions that focus on environmental performance

# Implementation and Innovation:

## ▶ Policy and Procedures

- Improve process for identifying, pursuing, and sharing innovation
- Identify process for integrating Commonwealth and regional priorities with EMS objectives among VEEP members
- Reinforce VEEP's position within DEQ's strategic vision and objectives

## ▶ Training and Education

- DEQ training to include focus on VEEP as innovative partnership program instead of voluntary recognition program

## ▶ Tools

- Develop outreach materials for those pursuing innovation

## ▶ Performance management system

- Develop metrics to support innovation

## Integration Strategies:

- ▶ Increase program and Regional staff in application review process
- ▶ Include process to encourage Regional goals in VEEP facility EMS objectives
- ▶ Improve process to facilitate permit flexibility
- ▶ Others?

# Next Steps:

