

US EPA ARCHIVE DOCUMENT

**Infrastructure & Capacity Building for Improved Incentive Development and Delivery of
Performance-Based Programs
Virginia Department of Environmental Quality
Assistance Agreement No. EI-97346301-01
Quarterly Report
October - December 2007**

Project Synopsis

In October, DEQ selected Booz Allen Hamilton (BAH) of McLean, Virginia, as its contractor for the project. After initial meetings with the Project Oversight Committee, DEQ's Leadership Team and DEQ senior management, BAH proposed a general strategy for completing the work. After approval by DEQ Project Officer, BAH commenced working on the project. Significant progress was made during the months of November and December (see attached Schedule for specifics).

Schedule of Key Processes and Outcome Milestones (deliverables are indicated with an *)

(Reflecting Accomplishments for this Quarter and Projection of Activities and Major Expenditures for Remainder of Project Period)

Task Name	Task Description	Start Date	End Date	Status/Notes
Establish Project Management Process * Deliverables: DEQ will submit a list of the POC and LT [Submitted with June 2007 report]	An internal committee (Project Oversight Committee or POC) will be created consisting of representatives of Central Office media offices, regional offices and VEEP program staff to provide the general direction and oversight of the project and to report periodically on its progress to DEQ's Leadership Team (LT), which is composed of senior DEQ managers. The LT, which meets quarterly, will make all policy decisions related to the project (except those delegated to the POC) and direct appropriate agency staff to implement the approved recommendations.	30 days after grant acceptance	N/A	Completed (see earlier quarterly report).
Hire Contractor	Hire a qualified contractor to provide project support, including researching, document drafting, meeting facilitation, training module development and delivery, and other tasks included in the project.	60 days after grant acceptance	N/A	Completed October 2007.
Develop Strategy for Public Involvement/ Stakeholder Input *Deliverables: DEQ will submit copies of the meeting agenda and list of participants to EPA.	The POC will meet with representatives of the recently created VEEP Participants Association and others interested in the program to discuss project goals, schedule and expected outcomes and revise the project plan and schedule as necessary based on feedback from stakeholders.	30 days after grant acceptance	60 days after grant acceptance	Final product to be delivered by contractor to DEQ in January 2008.
Project Updates *Deliverables:	Updates on the project will be provided (and feedback sought) at the annual VEEP meeting, the annual Environment Virginia conference and the VEEP web site.	When conferences occur	N/A	

Copies of meeting and presentation materials as well as NGOs invited to participate will be submitted to EPA.	Non-governmental organizations will be invited to participate in those forums as well as in the development of the awards program.			
VEEP/PT Policy and Procedures Review * Deliverables: DEQ will submit copies of recommended policy and procedure modifications to EPA.	Conduct a review of the current status of VEEP and PT policies and procedures development and implementation. Make initial recommendations for POC review regarding improving information flow and facilitating the development and implementation of incentives and other procedures.	90 days after grant acceptance	12 months after review is initiated	Contractor review of VEEP policies and procedures was initiated in November 2007.
Baseline Survey of DEQ Managers * Deliverables: DEQ will submit copies of the survey and its analysis to EPA.	Develop, conduct and analyze baseline survey of DEQ managers prior to implementation of in-reach training to assess knowledge of VEEP and PT	90 days after grant acceptance	2 months later	Survey of DEQ managers completed in December 2007 (see Attachment 1 for a copy of the survey). Analysis to be completed in January 2008.
Review of Incentives for VEEP/PT Facilities Provided to Date	Conduct a review of incentives or benefits (both formal and informal) provided to date to VEEP and PT facilities (February 2007 – April 2007)	150 days after grant acceptance	3 months later	
Incentives Delivery Plan Improvement Recommendations * Deliverables: DEQ	Develop recommendations for POC review for implementation of incentives; the POC will forward its recommendations to the LT to be incorporated into the VEEP Operations Manual (see below).	6 months after grant acceptance	3 months later	

will submit copies of the recommendations for POC to EPA.				
EMS Enforcement Forum & Policy Recommendations * Deliverables: DEQ will submit copies of the forum agenda, speakers materials and attendees list to EPA.	Organize and conduct a forum to explore the potential incentives for promoting EMS through DEQ's enforcement program. Based on outcome of the forum, the Project Oversight Committee will make recommendations to the LT.	11 months after grant acceptance	1 months later (LT follow-up)	
Promotion of Private Sector Incentives * Deliverables: DEQ will submit copies of the recommended strategies, forum presentation materials and attendees list to EPA.	Investigate options and develop recommended strategies to promote private sector incentives and benefits. Organize and conduct a forum for relevant financial sector institutions.	12 months after grant acceptance	15 months later	
Develop and Deliver DEQ Training Program * Deliverables: DEQ will submit copies of its training plan and materials to EPA.	Conduct a review of other state and federal programs to identify existing tools, outreach strategies and training programs for potential use during the project, including information gathered by Kentucky under its SIC 2005 project. Develop a training plan and materials for DEQ staff, including overview training for new employees and more-focused training for existing staff who have some familiarity with the program (the POC will make recommendations to the LT who will make a decision as to	12 months after grant acceptance	20 months later	

	which employees will be required to attend the training and at what frequency). Conduct staff training. Incorporate into VEEP Operations Manual.			
Review of DEQ Information Management System for Opportunities * Deliverables: DEQ will submit copies of its recommendations to EPA.	Research and make recommendations to the LT regarding increasing the visibility of and content related to VEEP available to DEQ program and regulatory staff through the Comprehensive Environmental Data System (CEDS), and potentially the Department's new CEDS "data mining" initiative. Integration of VEEP into the system should significantly increase the recognition of the facilities by the regulatory staff.	12 months after grant acceptance	15 months later	
Develop VEEP Operations Manual * Deliverables: DEQ will submit copies of the revised VEEP Operations Manual to EPA.	Review of existing processes, interview appropriate staff and review relevant materials from other states and EPA that address the following topics: application/renewal/annual report process; review of applications and annual reports; member services; regulatory incentives (development and delivery); conducting facility site visits; annual performance reporting; data and website management; recruitment; DEQ in-reach; and, compliance screening. The manual will include sample documents and language for use by VEEP staff as well as program staff (e.g., sample language to be inserted into inspection reports and other correspondence between DEQ and regulated facilities promoting VEEP and Performance Track).	15 months after grant acceptance	20 months later	
Develop Governor's Environmental Excellence Awards Implementation Plan * Deliverables: DEQ	Review options and make recommendations to the LT for implementation of the "Governor's Environmental Excellence Awards."	3 months after grant acceptance	6 months later	

will submit copies of its recommendations on the awards program to EPA.				
Conduct End-of-Project Survey of Participating Financial Institutions * Deliverables: DEQ will submit copies of the survey and results to EPA.	Conduct survey of financial institutions participating in the forum to assess whether any change in/new incentives for high-performing facilities has/have been implemented or are planned.	20 months after grant acceptance	22 months later	
Conduct End-of-Project Survey of DEQ Managers * Deliverables: DEQ will submit copies of the survey and results to EPA.	Conduct survey of managers to assess whether knowledge of VEEP and PT has increased as a result of the project.	22 months after grant acceptance	23 months later	
Conduct End-of-Project Review of VEEP/PT Results * Deliverables: DEQ will submit copies of the review results to EPA.	Conduct review to determine whether VEEP/PT participation rates have increased over the project term. Conduct a review of VEEP/PT annual performance reports and TRI reports to determine the environmental outcomes of the initiative.	22 months after grant acceptance	24 months later	
Final Report * Deliverables: DEQ will submit copies of the final report to	Final report prepared	24 months after grant acceptance	N/A	

EPA.				
Quarterly Reporting	Submission of quarterly progress reports to EPA Region III and EPA Headquarters OPEI.	Every 3 months after grant acceptance	End of grant project	
Quality Assurance Plan	Development & approval of project Quality Assurance Plan	To be submitted for review upon receipt of grant funding	To be employed throughout project period	

Financial Report

Financial Information removed by EPA as confidential business information.

Attachment 1 Proposed DEQ Manager Survey Questions

Task Objective: Establish a baseline of the extent to which DEQ management understand VEEP, understand their role in supporting VEEP, and understand how they can use VEEP to meet agency goals; identify ways to improve VEEP support and implementation

Measure: Understanding, Support, Participation, Informational Needs, Improvement

Understanding Questions:

Scale: expert, advanced, mid-level, beginner, I don't know

1. My understanding of Environmental Management Systems (EMS) is
2. My understanding of the Virginia Environmental Excellence Program (VEEP)

Scale: yes/no/not sure

3. An organization with an Environmental Management System (EMS) :
 - Must have an environmental policy
 - Must have at least one permit
 - Must be consistent with ISO 14001
 - Must be in compliance with all applicable regulations
 - Must have measurable objectives
 - Must be consistently improving its performance

Scale: Don't know/not applicable, Strongly Agree, Agree, Slightly Agree, Slightly Disagree, Disagree, Strongly Disagree

4. I have a good understanding of the criteria for participation in VEEP
5. I have a good understanding of the incentives and rewards available for VEEP participants
6. After a participant is admitted into VEEP, it is our policy to reduce their compliance requirements
7. The compliance criteria for participation in VEEP is different at each level

Scale: Multiple Choice

8. For a facility to move from the E2 to E3 level in VEEP, it must show which of the following:
 - It's compliance record has improved
 - It has an EMS in place and functioning
 - It has had an independent third party audit of its EMS
 - All of the above

Support Questions:

Scale: Not Sure, Strongly Agree, Agree, Slightly Agree, Slightly Disagree, Disagree, Strongly Disagree

9. I believe that VEEP is having a positive impact on the environment
10. Improving participation in VEEP is important to me
11. The current VEEP incentives are sufficient to motivate businesses to participate in the program
12. Increasing the number of VEEP participants will create more work for me and my staff
13. I have significant influence over whether or not a facility is admitted into the VEEP program

Participation Questions:

Scale: Not Sure, Strongly Agree, Agree, Slightly Agree, Slightly Disagree, Disagree, Strongly Disagree

14. Promoting participation in VEEP is part of my job at DEQ
15. I actively encourage eligible facilities to participate in VEEP
16. I feel comfortable explaining the incentives and rewards available for VEEP participants
17. I feel comfortable promoting VEEP to potential participants
18. I feel there is more I could do to promote VEEP to potential participants
19. VEEP can help me meet my program goals

Informational Questions:

Scale: Not Sure, Strongly Agree, Agree, Slightly Agree, Slightly Disagree, Disagree, Strongly Disagree

20. I have the information and materials I need to promote VEEP to potential participants
21. I would like to receive information about VEEP through the following (please rank top 3 with 1 being your top choice):
 - external website
 - DEQ intranet
 - CEDS
 - A point of contact within DEQ
 - training
 - paper/poster/brochure

Open Ended Questions:

22. What training or information could you or your staff use to help better promote the VEEP?
23. How would you improve the VEEP (include any specific ideas)?
24. What reasons do you think businesses have for not participating in VEEP?

Demographics Questions:**How many years have you worked for DEQ?**

- 1 year or less
- 2-5 years
- 5-10 years
- 11-20 years
- 21+ years

Where is your primary work location

1. Central Office
2. South Central Regional Office
3. Southwest Regional Office
4. West Central Regional Office
5. Tidewater Regional Office
6. Piedmont Regional Office
7. Valley Regional Office
8. Northern Regional Office

What is your role in the organization?

- Information Management
- Enforcement
- Environmental Enhancement
- Senior Management
- Regulatory/Policy Development
- Permits and Compliance
- Modeling
- Environmental Monitoring
- Other

Number of months in your current position

- More than 24
- 18-24
- 12-17
- 6-11
- Less than 6