



# IMPROVING WATER QUALITY – USING A QUALITY APPROACH

*(THE DOLPHINS ARE BACK)*

## THE PROBLEM

- The WORST shore water quality in US
- The LARGEST dolphin kill-off in the world
- The BIGGEST economic sector with major revenue drop – shore tourism
- A COMPLETE lack of team cooperation
- BANKRUPT town is one source of pollution
- Focus on who to BLAME for the problems

## BACKGROUND

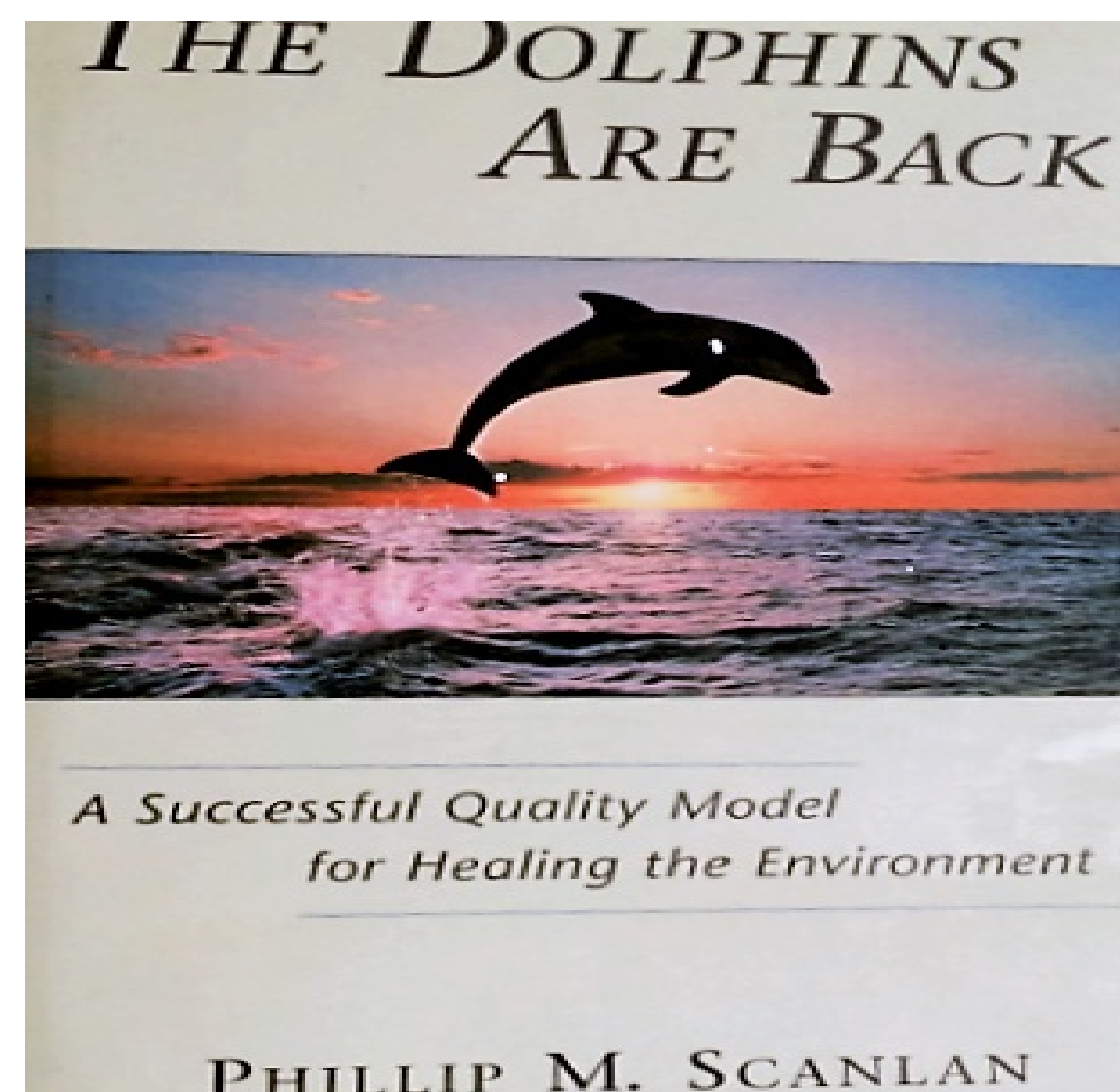
- NJ DEP agreed to accept business help to apply a quality approach.
- DEP, EPA and Business TEAM established to guide state wide quality improvements.

## OBJECTIVE

- Achieve a GOAL of zero NJ ocean beach closings due to pollution.

## METHODS

- A business QUALITY approach
- Identify ROOT CAUSES of problems
- Be DATA driven
- Define a clear citizen driven GOAL
- Define PROCESS to achieve the goal
- Identify process RESPONSIBILITIES
- Use a TEAM approach
- Calculate COST/BENEFITS
- Use RECOGNITION to motivate
- Provide CONTINUOUS support
- Utilize BENCHMARKS
- Share BEST PRACTICES
- INVOLVE political leaders



## LEARNINGS

- A QUALITY APPROACH IS MORE DIFFICULT TO APPLY IN GOVERNMENT**
- MULTIPLE independent government organizations
- Lack of an overall GOAL for all
- Lack of a clear PROCESS to achieve the goal.
- Lack of a process owner and clear process RESPONSIBILITIES.
- FUNDING not aimed at supporting goals.
- A focus on REGULATIONS vs motivation.
- Lack of good COST/BENEFIT economic analysis to support improvements.
- Funding based on POLITICAL fairness vs. best cost/benefit.
- Frequent LEADERSHIP changes
- TRUST lacking.

## RESULTS

- NJ Shore water improved from WORST to BEST in US.
- Shore Tourism REVENUE up 50%
- The DOLPHINS returned and dolphin watching boat tours started
- Costs saved for unnecessary TREATMENT of storm-water.
- A team based culture for improvement has SUSTAINED.

## CONCLUSION

**EXCELLENCE in government can be achieved using a quality approach.**



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