## IMPROVING WATER QUALITY – USING A QUALITY APPROACH

*(THE DOLPHINS ARE BACK)*

### THE PROBLEM

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

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