

## RECOMMENDED DNRE BENCHMARKS

March 18, 2010

### Introduction

In February 2010, Department of Natural Resources and Environment (DNRE) Director Rebecca Humphries asked the Environmental Advisory Council (EAC) to identify a small number of benchmarks that can be conveyed to staff and outside parties as goals of the transition process to be completed by December 2010. These recommendations respond to that request.

The EAC considered several important factors in developing these benchmarks. First, the benchmarks should broadly represent the direction of the EAC's December 2009 "Roadmap" describing a new Environmental Management Model for Michigan and the January 2010 Transition Report for the new DNRE. Second, DNRE staff and parties outside the Department should easily understand the significance of a given benchmark and be willing to invest in achieving it. Finally, benchmarks should be specific, measurable, achievable, realistic, and timely.

In recommending benchmarks, the EAC is aware that DNRE faces extensive challenges in the near-term. For example, funding reductions and profound changes in its workforce will limit available resources.

Therefore, the EAC offers these overarching observations:

The DNRE needs to conservatively develop near-term priorities. It is more important to select a small number of crucial achievable goals than a long wish list of beneficial but ultimately unrealistic goals.

The Department must maintain basic program performance while transitioning to a new structure and emphasizing organizational principles such as program integration.

In resolving upcoming difficult choices, the DNRE needs to favor the Roadmap's long-term direction over short-term fixes.

It is imperative that the DNRE be transparent in its efforts. With that in mind, the DNRE should develop a limited number of specific deliverables associated with the following benchmarks and inform the public of specific target dates for achieving them. The DNRE should convene a summit of environmental and resources stakeholders for this purpose.

### Recommended Benchmarks

1. Have the organizational structure in place, including specific alignment of programs and staffing within each division.

2. Integrate the functions of the regional directors with the line divisions by developing and making readily available clear operating procedures and expectations for matrix management.
3. Establish the role of Citizen Advisory Councils (CAC) in Department program activities, establish a framework for CAC operation, including public involvement, select members of the CAC(s) for each region, provide training, hold the first meeting of each CAC, and assess the impact of the CACs on stakeholders and the general public.
4. Evaluate the feasibility and priority of programs for process re-engineering and complete process re-engineering of priority programs. At least one of these programs should be selected as a pilot for advancing the approach envisioned in the Roadmap.
5. Establish the framework for a long-term strategic direction consistent with the Roadmap by assessing the nature of environmental and resource monitoring currently conducted by the DNRE, how the DNRE currently uses outcome measures, identifying priority areas for establishing new outcome measures, and developing a collaborative process to establish outcome measures in those priority areas.