

PROPOSED DNRE BENCHMARKS

February 18, 2010

Task

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

Proposed Considerations for Selection

- Broadly represent direction of Roadmap and/or Transition Report
- Objectively measurable
- Significance understandable internally and externally
- Aggressive but realistically achievable by December, 2010 (or before)

Organizational

1. Having the organization structure in place
2. Complete the specific alignment of environmental programs under each DNRE Bureau and respective Divisions.
3. MDNRE must clearly define roles and responsibilities for the various "chiefs" and Regional Directors established under the new matrix structure and successfully communicate those to the various stakeholders. Consider doing so in layman's terms or scenarios such as "I am based in SE Michigan and need a new air permit. Which people play which roles along the permitting process
4. Clarity of management chain-of-command – The new management structure calls for "matrix" management, which can be useful in resolving complex issues that cross program lines. However, this approach tends to blur decision making responsibilities. The next several months will be critical in establishing clear operating procedures for decision making under the new organization.
5. Establish a master schedule with due dates and assigned project manager for meeting key deliverables in the Roadmap and Transition Plan by March 30.

Regional Structure

1. Selection of CAC members, holding first CAC meetings
2. Establish the roles of CAC's in department operations, establish a framework for CAC operation, select members of CAC(s) for each region and hold first meeting of each CAC.

3. Establish and appoint members by May 1 all the Citizen Groups in the regions. Provide at least one day of training for each of the four groups on MDNRE mission, vision, and "listening" skills by June 30.
4. Plan an Environmental Summit in each region, including key stakeholders to identify how environmental programs of the department could be improved and/or repositioned to more effectively meet desired outcomes.
 - Action: Develop a plan by June 1, 2010 to hold summits no later than October 1, 2010.
5. Integrate the functions of the regional directors into or with the divisions.
6. Establish a method to decentralize decision-making consistent with the philosophy of the guideline document prepared by the EAC.
7. Development of deer/wildlife subcommittees for each of the CACs
8. Establish a forum for periodic roundtable discussions with all regional directors and internal MDNRE leadership. Use this to look for patterns and commonalities in what the groups are hearing.

Outcomes

1. Complete assessment of DNRE use of outcome measures, identify 5 priority areas for establishing new outcome measures and initiate collaborative process to establish outcome measures in those priority areas.
2. Focus on outcomes – Some program divisions have been making important strides in developing outcome measures and assuring a strong nexus between program actions and outcomes. (For example –the Water Bureau Measures of Success, October 2009.) Critical steps towards outcome focused management such as this need to be recognized and nurtured as the new department brings its new structure on line.
3. MDNRE must articulate a strategic direction that 1) prioritizes specific environmental outcomes for the State and 2) identifies potential projects to achieving specific goals. There aren't enough resources to do everything at once. Pick the key items to focus on -- set the vision/direction for the future and then deliver
4. Clearly identify a **process plan** (not the answer), staffing leadership (along with a Science Advisory team??) and timeline for establishing a SMALL SET of desired environmental outcomes (end states) by June 30. The plan should also include a plan for outreach efforts.

Funding

1. It's probably obvious and incredibly difficult, but for me one benchmark is stable and sustainable funding. Something that I'm not sure is really a goal that is within the power of DNRE. But perhaps what is within power is creation of strategy and proposal to the legislature / governor.
2. Assess governance models that could be used to broaden the funding structure to allow for more holistic environmental management.
3. Establish a task force under the Environmental Advisory Council to identify sustainable funding options for environmental programs by September 1, 2010.

Program Integration, Re-engineering and Redesign

1. # of programs integrated consistent with the Roadmap
 2. Establish the wetland permitting section to embody the legislative changes as well as continuing to facilitate wetland restoration permitting as set forth in the MOU. Encourage inclusion of fish and wildlife in wetland permitting.
 3. Encourage the use of multi-disciplinary teams that cut across media-specific structures.
 4. Complete program integration efforts (programs, disciplines, expertise, and perspectives) in 12 areas of department operations
 5. Expedited communication between wetlands permitting folks and WLD
 6. Effective assimilation of appropriate DEQ divisions into the statewide council (or the development of additional statewide coordination bodies?)
 7. Identify and "memorialize" and internal ad hoc team for evaluating and flagging issues that are truly cross disciplinary in scope.
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8. Implement the called for "re-engineering", program review or what it is going to be called, and whatever techniques are used (value stream mapping, etc.). Have the reviewing body identify what they would really like to do, but for specifically identified constraints. For example, the AQD's renewable operating permit program is supposed to be high on the priority list for review. There may be changes that would be desired but for the Clean Air Act and EPA's Part 70 rules. On the other hand, some may cite the CAA and Part 70 as why things can't be changed, which may or may not be true. It may only be an attempt to justify doing it a certain preferred way, which I believe is what happened when AQD developed the program initially. I don't want you to suffer through the details of this specific example. I suggest that if Michigan is going to try to break down the barriers to the innovation that we were thinking about in our transition report, they need to be identified, and the best time to do it is during the review process.

9. Complete process re-engineering of 5 programs consistent with the Roadmap

10. Pick one program for review that has minimal regulatory control from EPA, i.e., the fewest external constraints, and explore how it could be changed in direction of the roadmap.

11. Create department-wide policies to insure consistent environmental “best practices” are implemented for regular maintenance, renovations and new improvements for infrastructure and resource management.

- Action: Build upon the clean initiatives program from the Recreation Division. Complete by July 1, 2010.

12. Institute an environmental challenge program to invest in employee ideas that will create savings and/or paybacks. System currently used in the Recreation Division.

- Action: Create a plan and launch by October 1, 2010.

13. Create an Environmental Innovations Team in each region, including staff from multi-levels, to inspire short and long-range environmental initiatives, or improve upon existing programs. Similar to that used in the Recreation Division.

- Action: Create the team by May 1, 2010.

14. Focus on program performance – The department reorganization has made some profound shifts in the organization of environmental protection programs, most notably in the water program. Care must be taken to assure program performance is maintained through this transition.

15. Work with the legislature to rescind or repeal at least two of the laws identified in the Transition Report as a good faith effort to lowering the burdens of government in program areas that no longer make sense. (November 30)

16. Encourage environmental incentives through a pilot.

17. Develop and adopt a discreet effort to expand upon current programs that encourage voluntary compliance and performance above minimal standards.

18. Identify one key program area to set (permitting/governance) priorities and alternative (compliance) strategies consistent with the Roadmap principles. - let's think on this on how we can make it measurable

19. Identify 2-3 rules, laws, procedures, policies, etc. that would impede achieving the Roadmap and propose solutions for those impediments consistent with the roadmap

20. To pilot an activity designed to pursue the more holistic approach envisioned in the roadmap and document lessons learned
21. Develop and implement new performance based accountability measures in 3 program areas.

Transparency

1. Develop annual report format on department performance (consistent with Roadmap and Transition Report) and issue first report
2. Implement revised web site and polices that embody renewed transparency in department operations
3. Establish (or modify as appropriate) a "decision document" format for key environmental decisions similar to natural resource issues and, consistent with administrative procedures and public involvement requirements, post documents on the web to provide improved transparency for department decision-making.

Workforce Development

1. Provide hiring guidelines for (several) key hires to include training and/or skills in the decision sciences and meeting facilitation by April 30.
2. Develop and implement on-going training of staff in decision-making models, and facilitation/collaboration skills.

Partnerships

1. Use expanded partnerships in 5 new program areas that use evolving public, governmental, and private roles in environmental management.
2. Improve and develop methods to assist communities and stakeholders in evaluating and setting priorities.

Roadmap Conversation

1. Expand the conversation – hold brownbag lunch for DNRE staff (not just management) and others.
2. Work with a major university to establish a "fellows program" related to Natural Resource Governance. Use members of Great Lakes Leadership Academy and DNRE Leadership group in concert with MSU and EAC to establish a set of

desired outcomes and schedules for this forum.

3. Identify and present at least 12 key meetings, events or to groups where the Roadmap Findings and recommendations can be shared outside the department. Target groups focused on creating long term vision and strategy for the state. (Dec 30).