

Org Name Project Number	Name of Process/ Service	Project Manager	Brief Description	Alignment to 10 Point Plan (List all that apply, by number)	Project Initiation (MM/YYYY)	Estimated Project Completion (MM/YYYY)	Budget Cycle (Fiscal Year/s)	Funding Source (% Federal, General or Other)	Major Milestones (Include dates where possible)	Project-Specific Support Needed from Center of Excellence or Partners (Project Management, Process Mapping, Metrics Development, Change Management/Communications, Other-Describe) (List all that apply)	Potential Internal or External Partners	Potential Constraints/Challenges	Benefits (Savings/Efficiency/Optimization)	Customer Impact (Internal and External)	Measures Impacted	Status & Next Steps (Notes from Good Government Leadership Team meeting)
DEQ-1	Process Improvements	Bryce Feighner, 517-241-1546, feighnerb@michigan.gov	Establish a continuous process improvement initiative that is informed by metrics, workload analyses, and customer service survey results.	3, 7, 10	03/2011	Ongoing	FY12 and future	General Funds and Restricted Funds. The percentage varies depending on the program going through the process.	The first milestone was accomplished 05/2011 by establishing a list of existing and proposed projects and posting it on the intranet. Each project has its own timeline with milestones.	Support from the Center of Excellence is requested to train more facilitators to be certified in lean process improvement.	These initiatives will involve all DEQ staff, the general public and virtually all of our partners and stakeholders in the regulated community and environmental groups. An initiative is under way to improve the FOIA process which will impact individuals, real estate companies, etc. in addition to the more traditional stakeholders.	The process improvement work itself takes staff time. We currently have a limited number of certified process improvement facilitators; however, we are seeking training for additional staff and are utilizing trained staff from other departments in the QOL group.	Reduce time and costs associated with DEQ program activities by implementing various lean engineering initiatives and strategies. Prioritize these initiatives based on what our metrics, employees (via workload analyses) and customers (via customer surveys) tell us.	Timely processing of permits improves our environment and promotes economic development. Timeliness is often the single most important factor in shaping our customers' perception of the DEQ.	Metrics in the category of "Internal Business Process" will probably see the greatest impacts; metric B10 especially. As an example, see metric B3. Air Quality Division's Renewable Operating Permit (ROP) program implemented a process improvement initiative and in the last quarter ROP processing time was reduced significantly.	The metrics and customer service surveys are now well-developed so as to inform process improvement decision-making. The workload analyses will be completed by the end of FY12. We currently share projects and project facilitators routinely across the QOL group, and sometimes with other departments. Here are the lean process projects to date under this initiative.  1. DEQ Air Quality Division's Renewable Operating Permit program (completed) 2. DEQ Remediation Division's Compliance and Enforcement Process Improvements (completed) 3. MSP Grant Improvement Process (completed) 4. DEQ FOIA Process Improvements (in process) 5. DNR Real Estate Section (in process) 6. DEQ On-Site Waste Water Permitting (in process) 7. DEQ Remediation Division's Collaborative Stakeholder Initiative (in process – see detailed timeline in "DEQ-2") 8. DEQ Water Resource Division's Wetlands/Consolidated Permit (in process – see detailed timeline below in "DEQ-3") 9. DARD's Motor Fuel Quality Program (not yet commenced) 10. QOL Human Resources Hiring Selection Process (not yet commenced) 11. MDARD's Consolidated department-wide inspection/enforcement system process improvement (see MDARD's Transformational Change #1)
DEQ-2	Collaborative Stakeholder Initiative (CSI)	Anne Couture, 517-373-7917, couturea@michigan.gov	The CSI process resulted in over 90 recommendations to the DEQ to reinvent the remediation and redevelopment programs. This collaborative process included over 70 stakeholders and DEQ staff, representing a broad range of business, environmental, regulatory, and local units of governments' interests and perspectives.	1,3,4,5,6,7,10	01/2012	3/1/2012 Final Recommendations issued; ongoing efforts to implement recommendations	FY12, FY13	50% Federal Grant, 50% Private	February 3, 2012 - First kickoff meeting at Kellogg Conf. Center, East Lansing February 15-17, 2012 - Retreat at Kellogg Biological Station, Hickory Corners March 15, 2012 - Final meeting and Report Issuance Monthly Implementation Progress Reports on DEQ RD website June 15, 2012 - 3-Month Implementation Status Report September 15, 2012 - 6-Month Implementation Status Report December 15, 2012 - 9-Month Implementation Status Report	Change Management/Communication	DEQ has partnered with MSU to provide project facilitation, and with key stakeholders with expertise in GSI pathways, cleanup criteria, vapor intrusion, free product, brownfield redevelopment, rules and guidance, and due care obligations to develop over 90 collaborative recommendations for the remediation and redevelopment program.	We must foster an improved climate of trust, cultural understanding and cooperation among stakeholders and state agency staff. There are several proposals for legislative, rules, and policy changes that will require continued collaboration and interface with others, including other State agencies, the legislature, and stakeholders not involved in the CSI process.	Reduce time and costs in conducting environmental response and cleanup activities, and provide clarity regarding cleanup endpoints and brownfield redevelopment practices.	Clarification and consolidation of program requirements. Use of standard practices to make Michigan's regulatory environment consistent with national standards and competitive with other states. Focus on risk management and "what matters" Enhanced stakeholder involvement. Cost savings on environmental cleanups and brownfield redevelopment.	Metric B9 will be impacted. There will be new and additional metrics developed at the division level as a result of this project.	Amendments to Part 201 of NREPA were signed into law by Governor Snyder on June 14, 2012 as PA 190 of 2012 and became effective on June 20, 2012 providing more flexibility to address the GSI pathway. Additional amendments to implement CSI recommendations have been drafted. Senate Bill 1210 was introduced on July 18, 2012 and amends Act 381 Brownfield Refinancing. SB 1210 Substitute Bill S-4 has passed the Senate and is in the House. Senate Bill 1328 was introduced in the Senate Subcommittee by Sen. Casperson on September 25, 2012. SB 1328 calls for an extension to the cleanup criteria revision deadline from December 2012 to December 2013. It also includes a provision that allows for the use of the MIOSHA PELs when addressing with vapor intrusion when the operating facility is subject to MIOSHA requirements. A provision waiving State and local permits when undertaking DEQ approved remediation is part of the bill, modeled after the Federal Superfund law (CERCLA). In addition, the bill includes rescission of several Part 201 rules. Several new RRD policies have been implemented including peer review processes, technical and program support teams, and adoption of standard practices, along with organizational changes. Stakeholder groups continue to meet and have added additional stakeholders. New policies are now being used to close out long-standing cases.
DEQ-3	Michigan's 404 Program (wetland, lakes, and streams) and the associated Consolidated Permit process improvements.	Kim Fish, 517-335-3190, fishk@michigan.gov	The DEQ is proposing a number of significant changes to the 404/wetland program. The changes include both process improvements and program reforms, which will be accomplished through procedural changes, statutory amendments and rule updates.	3,5,6,7	PA 120 of 2009, effective 11/2009, enabled the DEQ to begin the program reforms, see milestones. Next set of statutory amendments is under going draft review.	12/2012 statutory amendments. 18 to 24 months after effective date of amendments, we plan to have updated administrative rules.	FY12, FY13 & FY14	75% General, 10% Fees, 12% Federal, 3% other (MDOT)	11/2009 PA 120 of 2009 became effective. 1/2010 Wetland Advisory Council, formed under PA 120 began meeting. 10/2010 Wetland Advisory Council issues first report of recommendations. Implementation of recommendations is on going. 8/2011 Updated procedure issued <i>Evaluation of Feasible and Prudent Alternatives Under Part 303, Wetlands Protection of the NREPA</i> . 10/2011 New Minor Project and General Permit categories issued. 11/2011 New MOA signed between the DEQ and USEPA regarding administration of Section 404 of the Clean Water Act. 8/22/2012 Revised Minor Projects and General Permit categories issued to update existing categories and add new categories. 9/12/2012 and 9/25/2012 HB 5897 and SB 1311 were introduced to amend Part 303, Wetlands Protection of NREPA. Would bring state law into compliance with federal law and allow Michigan to maintain authority to administer the federal 404 Program. 10/1/2012 The Permit Consolidation Unit was eliminated as permit processing was moved to the district offices as recommended by the lean process improvement workgroup.	Wetland Advisory Council, legislative workgroups, and future administrative rules stakeholder groups. A lean process improvement workgroup is also being used to re-design the Consolidated Permit process. Metrics will be developed to track the effectiveness of the re-designed process.	The DEQ has partnered with the Wetland Advisory Council to develop these recommendations for statutory and rule changes. The Council consists of 22 members from a variety of agencies including regulated entities, environmental interests, other government agencies and academia. The DEQ is also working with an additional stakeholder group to advise us on improvements to the Consolidated Permit process. This stakeholder group consists of engineers, consultants, contractors, and agencies who regularly submit permit applications.	The first challenge is to solidify stakeholder support to pass the proposed statutory amendments that will implement many of the reforms. Once the statutory amendments are completed, the challenge is to develop stakeholder support for proposed rule changes and complete the administrative rules process. Another aspect of the Consolidated Permit process improvements requires replacement of the obsolete CIWPIS database, this on-going effort requires the continued involvement and support of DTMB. Ensuring DTMB's support throughout the database development process has been challenging.	The program reforms will: 1)align the state statute with the requirements of the federal program, allowing Michigan to continue administration of the federal program, 2)provide flexibility for both permit applicants and the state in meeting the mitigation requirements of the program, 3) assist local governments in assessing potential environmental impacts of future development and provide financial and technical assistance for the establishment of mitigation banks to compensate for unavoidable wetland impacts. The implementation of permit process improvements will increase the efficiency and reduce costs.	The primary beneficiary of the improvements will be the regulated community, which consists of business, private landowners, and government agencies. The proposed reforms in wetland mitigation rules and mitigation banking rules will benefit the regulated community, and the environment by providing more consistent and successful mitigation for unavoidable wetland impacts. DEQ will benefit with program efficiency, allowing staff to be shifted away from activities with minimal impact to significant impact activities.	DEQ - B1 and DEQ WRD B5 (Internal Business Processes), Percent of consolidated land/water interface permits processed within deadlines. DEQ WRD - B6 Average time (days) to issue wetland permits once the application is complete. DEQ WRD - B7 Average time (days) to issue general permits once the application is complete. DEQ WRD - B8 Average time (days) to issue minor project permits once the application is complete.	Legislation was proposed to align the state program with the federal program, streamline wetland banks and protect wetlands while pushing economic development through quicker permits.
DEQ-4	Space Optimization for Constitution Hall	Jim Kasprzak 517/241-4745, kasprzak@michigan.gov	This project will optimize the use of central office staff space for at least the DEQ Lansing staff. It will eliminate unused and underutilized space in the building.	3	03/2012	09/2014	2013, 2014	General Fund	DTMB is on point on this project. DTMB has not provided a project schedule as of this date.	TBD	DTMB will coordinate this project. Other potential partners are the DARD (currently located in this building) and the DNR, both members of the Quality of Life (QOL) Executive Group.	Challenges and Constraints include (1) disrupting staff and program operations in the necessary moves and temporary relocation of staff, (2) availability of resources to provide electronic document management to free-up files taking up floor space in the building, and (3) meeting the space needs of all three QOL departments within the building.	With less space being assigned to DEQ staff in this building, savings will be realized in the Building Occupancy Charge in the Department budget. This will reduce the overhead operational costs for the department.	Benefits to internal state agencies include (1) enhanced communication within the department resulting from improved staff adjacencies, and (2) improved communication across the Quality of Life Executive Group departments. Lower overhead costs for space will free up restricted funds to be reallocated to direct program support, resulting in more efficient program operations.	TBD--No relevant metrics have yet been developed that relate to this project.	

DEQ-5	Shared Services with other State Departments	Jim Kasprzak 517/241-4745 kasprzakj@michigan.gov	The DEQ has developed several 'shared services' arrangements with the DNR providing the service support for the DEQ, including the following areas: (1) Purchasing, (2) State Vehicle Management, (3) Office of Criminal Investigations, (4) Emergency Management, (5) Pollution Emergency Alert System, and (6) IT Security and Privacy. Shared service arrangements also exist for the 3 QOL departments in the areas of student internships, process improvement, training and professional development. Additional shared services are being explored.	3	03/2011	on-going	N/A	N/A	The first milestone was accomplished 03/2011 when the DNR and DEQ were re-established as separate departments and the agencies agreed to pursue shared services. Each project has its own timeline with milestones.	TBD	The internal partners are DEQ, DNR and DARD divisions and staff supported in these 'shared services' arrangements.	Challenges and constraints include the ability to meet department-specific and program specific needs effectively, e.g. in providing appropriate and timely customer service support. The departments involved in the 'shared services' arrangements have agreed to have ongoing dialogue to review and evaluate the effectiveness of the 'shared services' arrangements.	The primary benefit to the DEQ is in not backfilling vacant positions from the early retirement incentive, thus, reducing costs to the DEQ. In several of these service areas, back-up support is provided that did not exist previously.	The impact on customers-- primarily the staff and programs within the department(s) supported by these 'shared services' arrangements--is to provide the same or improved level of services at lower cost, primarily with reduced charges to state restricted funds that cover most of the cost of these services.	There are metrics associated with process improvement and training, specifically B10, C2 and all in the "Internal Business Processes" category.	a. Need support to reinvest savings back into technology. b. The entire QOL group will be working together.
DEQ-6	Office of Regulatory Reinvestment (ORR) report dated 12-23-11	Dave Fiedler 517-335-6927, fiedlerd@michigan.gov	The DEQ will be implementing the 77 recommendations contained in the report. This will involve rescinding rules, the promulgation of new rules, statute changes, process changes and the development of new policy and procedures.	1, 3, 6 & 7	02/2012	12/2014	FY12, FY13, FY14 & 1st quarter of FY15	Funding source varies depends upon the ORR recommendation	As of October 2012, 20 of the 77 recommendations have been completed. 105 rules have been rescinded.	Nothing at this time.	Many of the recommendations will require further input from stakeholder groups representing utilities, municipalities, agriculture, waste disposal, consultants, attorneys, manufacturers, and environmental organizations.	Implementation of the some of the recommendations will require statutory change, approvals by the U.S. Environmental Protection Agency and that rulemaking authority be restored in the water program by the Michigan Legislature.	Remove rules that are burdensome to the regulated community and that provide little in the way of environmental protection. Update rules so that they are more easily understood. Improved access to policy and procedures utilized by DEQ staff.	The regulated community will benefit from the implementation of the recommendations since it will streamline the regulatory process.	Completion of the 77 recommendations will be measured on a quarterly basis and be reported to the ORR as well as the 12 members of the Environmental Advisory Rules Committee and legislative leadership.	a. ORR and these 77 projects are the top priority initiative.
DEQ-7	DEQ Strategic Plan	Jim Kasprzak 517/241-4745 kasprzakj@michigan.gov	Develop a Strategic Plan for the DEQ that includes goals and outcomes for the Department that support resource allocation, budget and funding initiatives, and metrics for the Governor's Dashboard and the DEQ Scorecard.	1, 3, 5, 7, 10	01/2012	02/2013	TBD	N/A	a. Completing 20 strategic planning sessions seeking input from all 1,100 DEQ staff--5/16/2012 b. DEQ Management Team Retreat--6/26-27/2012	TBD	Internal partners include all DEQ staff, the DEQ divisions, the DEQ Management Team, DNR and DARD management teams, the Governor's Office and stakeholders. DTMB will be involved in supporting the development and implementation of an IT strategic plan to support the DEQ Strategic Plan.	Challenges and constraints include identifying long-term stable funding to support the achievement of the outcomes identified in the Strategic Plan and having adequate and appropriate professional staff resources to support the DEQ program responsibilities.	The Strategic Plan will be an important tool for the DEQ Director and Management Team in optimizing the allocation of available resources to achieve outcomes in support of department goals and the Governor's goals.	Internal customers will benefit from a clear understanding of the prioritized outcomes for their work to achieve department and Governor's goals. External customers will benefit from more effective and efficient program services provided by the Department.	All of the existing "Environmental Stewardship" metrics on the DEQ Scorecard are likely to be impacted by this Strategic Plan being implemented. In addition, several other existing measures may be impacted, along with the likely need to refine/add/delete existing measures.	a. Doing 1,100 in person meetings with employees; creating buy-in and the beginning of culture change. b. Holding a DEQ Management Team retreat at the end of June 2012 to determine the content of the DEQ Strategic Plan. c. All-Employee meetings were held in October 2012, for the Director and the Management Team to communicate the results of the 22 individual strategic planning meetings. d. The DEQ Strategic Plan will be developed following the issuance of the Governor's Special Message on Energy and Environment.
DEQ-8	Customer Service Surveys	Bryce Feighner 517-241-1546, feighnerb@michigan.gov	Standardize many of the survey questions so comparisons can be made across programs. Place the surveys and the results on-line.	3, 6, 7, 10	10/2011	Ongoing	FY12 and future	General Funds and Restricted Funds. The percentage varies depending on the program conducting the survey.	04/2012 - standardized inspection surveys for all programs commenced.	None at this time.	This initiative will involve all DEQ staff, the general public and virtually all of our partners and stakeholders in the regulated community and environmental groups.	Staff time to evaluate the volume of survey results we receive.	The survey results will inform staff and managers where improvements are needed and help prioritize formal process improvement initiatives.	Research has shown that merely asking for customer input will improve their perception of the DEQ.	Metrics C1 and C3.	a. Some 48 programmatic surveys have been created under this initiative; 19 are ongoing. The results are downloaded quarterly and provided to program managers. b. Using the internal tool, Survey Builder, for this effort.
DEQ-9	Environmental Leaders	Rich Alexander, 517-335-7310, alexanderr1@michigan.gov	The new Environmental Leaders program will utilize pollution prevention and compliance assistance to demonstrate environmental stewardship within the business community.	3, 7, 10	01/2012	Ongoing	N/A	100% Restricted	The Environmental Network will be on-line by December 31.	TBD	All Michigan businesses would be eligible to become environmental leaders and a partner to the program. Additional partners would be local government, neighborhood groups, business and industrial trade associations, and environmental groups. The program is only successful as a collaboration with these partners.	The challenge is to encourage voluntary stewardship that ensures compliance by offering appropriate incentives to the membership. The potential constraints to the program would be committing the necessary resources to support the program.	Alignment with the DEQ's mission would be maintained if environmental stewardship is achieved by volunteer programs. Also, less time would be spent on inspections and enforcement.	Small and medium sized businesses would benefit from compliance assistance, technical assistance, and other stewardship programs designed to provide service improvement.	Environmental measurements and voluntary compliance assessments would demonstrate compliance with environmental regulations and permitting. The DEQ's Office of Environmental Assistance already has a number of associated metrics on its scorecard.	a. Initiate the on-line Environmental Network with all P2 partners. b. Form an internal DEQ work group to develop environmental measurements and incentives. c. Form an external work group to work with stakeholders and customers.
DEQ-10	Inter-departmental Inspections	Bill Creal, 517-335-4176, crealw@michigan.gov	Develop a plan to allow inspections by DEQ staff at Concentrated Animal Feeding Operations (CAFOs) under permit to be used by DARD for Michigan Agricultural Environmental Assurance Program (MAEAP) verification.	3, 7	05/2012	09/2013	FY12, FY13	Not yet determined.	FY12 - develop additional review areas needed for MAEAP verification inspections FY 13 - implement changes to inspection review areas	None at this time.	Michigan Farm Bureau, MDARD MAEAP verifiers, Michigan DEQ WRD staff, and the regulated CAFOs.	Identifying where additional information is needed in order to for the DEQ inspection to qualify for a MAEAP verification inspection. Can this additional information be captured without significant impacts on DEQ's limited resources?	DEQ staff are required to routinely inspect concentrated animal feeding operations (CAFOs). Many of the areas reviewed during the inspection also apply to the Michigan Agriculture Environmental Assurance Program (MAEAP). By reviewing a few more areas, the DEQ inspection can serve as a MAEAP verification inspection	Larger animal feeding operations (CAFOs) that are required to obtain NPDES permits (approximately 200 farms)	TBD--No relevant metrics have yet been developed that relate to this project.	
DEQ-11	Leadership and Professional Development	Mary Goodhall, 517-241-7968, goodhallm@michigan.gov	Implement QOL Leadership Academy and Mentoring Program and promote training and professional development of all staff.	3, 4, 7	01/2012	Ongoing	FY12, FY13	Various - each program funds their respective staff participants	August 2012 - First Academy commences; June 2013 - First class graduates	Participation by the Governor or Governor's Office staff	All 3 QOL departments and their respective divisions/offices	Time and availability of QOL staff, particularly the senior management teams, to participate in Academy activities	Investments in future leaders will result in more effective and efficient department programs	Improves the perception of our agencies because of the positive interaction with stakeholders. Improves morale of staff.	DEQ- L1; Percentage of staff participating in supervisor approved training and professional development opportunities.	