

DEQ-DNR (DNRE)

Preliminary Centers of Excellence **& Purpose of Charters**

On October 8, 2009, Governor Jennifer Granholm's Executive Order 2009-45 put in motion the plan to transfer the operations of the Department of Environmental Quality and the Department of Natural Resources into a single department. A core transition team was created, pulling expert resources from both DNR and DEQ. This core team identified preliminary "centers of excellence" (COEs), areas of focus that represent the new department's most fundamental responsibilities and best opportunities to build the department's reputation as an effective steward, protector and promoter of the state's natural and environmental resources.

Additional staff members were called upon to serve on expanded teams, one built around each center of excellence. To guide their work, charters were developed, outlining the core functions for each COE. It is the charters that will ultimately drive the transition process, ensuring department goals are kept front and center in decision-making throughout the transition period.

On the following pages, please find more information about the preliminary centers of excellence and the charters that will guide their development.

DNRE Transition Goals/Outcomes

The DNRE will:

Become a national leader by adopting an integrated, human health and ecosystem approach to environmental and resource management

Preserve Michigan's outdoor heritage

Provide quality and accessible outdoor recreation

As a single department, become more effective and efficient

Promote a culture of transparency and problem solving

Facilitate and encourage economic growth in a sustainable manner

Preliminary - Centers of Excellence *(to align with above goals/outcomes)*

- **Protect human health and foster ecological integrity in support of a vibrant quality of life**
 - Ecosystem restoration, protection and management
 - Quality of life
 - Safer, cleaner, healthier water, air and natural resources

- **Foster sustainable development using wise environmental choices**
 - Sustainable development
 - Encourage wise environmental choices

- **Serve as trustee and manager of the state's public assets and resources**
 - Trustee of public assets and resources

- **Maximize credibility through effective education, outreach and transparent business operations**
 - Manage agency operations efficiently and effectively recognizing diminishing resources
 - Education and Outreach
 - Customer, transparency, optimization of credibility

**Natural
Systems**

**Sustainable
Development**

Public Assets

**Outreach and
Administration**

DNRE CHARTER – NATURAL SYSTEMS

Expanded Team

Center Of Excellence:
Protect human health and foster ecological integrity in support of a vibrant quality of life
Description:
<p>This center of excellence is built around the belief that the department has the responsibility, experience and knowledge to protect and enhance Michigan’s environmental and natural resources. With sound protection, restoration and management of our state’s evolving ecosystem, we can ensure that communities are free from unacceptable human health risk. By enhancing the sustainability, diversity and production of Michigan’s water, air and natural resources, we’ll provide a cleaner, safer and healthier natural habitat and public environment in which residents and tourists can enjoy outdoor heritage and recreation options.</p>
Deliverables:
<ul style="list-style-type: none">• All legal standards of environmental quality (e.g., criteria air pollutants, drinking water, water quality) are met.• Michigan’s biological systems include the full range of elements and processes expected in the region’s natural habitat.• Michigan meets its core criteria for ecosystem-based management (biological diversity; ecosystem condition and productivity; social, cultural, and spiritual factors; outdoor recreation; ownership patterns; economic health and institutional processes).• Regulated entities are meeting the environmental responsibilities pertaining to their operations.• Wild game and fish meet all consumption standards.• All Areas of Concern have been de-listed.• Outdoor recreation is safe and accessible for everyone.• Outdoor user base is maintained and increased in the future.
Major Processes:
<ul style="list-style-type: none">• Permitting, licensing, and other forms of authorizing activities (including those pertaining to public lands and resources)• Systems of accountability (monitoring, reporting, compliance, enforcement)• Resource assessments and environmental monitoring• Development of legal standards and criteria

- Community involvement practices
- Planning (e.g., resource management plans, watershed plans)
- Treatments, remediation activities and other physical work
- Development and dissemination of informational materials
- Program evaluation and adaptive management techniques
- Development of outdoor facilities

Project or Case Study Examples:

Ecoteams

The DNR created regional ecoteams to aid in the fair and responsible management of natural resources in Michigan. The teams' input helps the DNR to make better-informed decisions by more fully considering the ecological, social and economic impact of resource management in the field. The ecoteams provide opportunities for citizens and stakeholders in the region to communicate to the DNR exactly what they value and why. Such regional presence also helps the DNR to build and strengthen true partnerships with private landowners and other agencies that will result in "best practice" decision-making.

Michigan Stream Team

With more than 36,000 miles of rivers and streams – and many different organizations who take part in the management, protection and conservation of these Michigan waters – there's understandably a lot of data and knowledge capture involved in keeping them healthy. In 2002, members from several local, state and federal agencies got together to form the Michigan Stream Team – a partnership to develop common ways of collecting stream measurements and sharing collected data about the streams' physical characteristics.

With access to this key data, biologists are able to predict characteristics of streams (regional reference curves) based on the size of their watershed or drainage area. Those regional curves assist project managers in other outdoor/wildlife planning areas like dam-building and fish passage.

Wastewater Discharge Permitting by Watershed (Five-Year Basin Plan)

Recognizing that there were clear environmental, logistical, cost-saving and efficiency benefits to such a strategy, in the 1980s Michigan developed a Five-Year Basin Plan to better coordinate and schedule the re-issuance of pollutant-discharge permits along watershed boundaries. It's essentially a timetable for re-issuing permits based on "receiving" bodies of water. A receiving water is the river, stream or lake that "receives" a particular discharge.

Collective wisdom dictated that it was best to simultaneously evaluate all permits allowing discharge to a particular receiving water or watershed. In order to maintain a consistent workload, approximately 20 percent of permits are re-issued each year (with a complete cycle of permit re-issuance wrapping up every five years).

Interface groups:

- Permitted entities
- Citizen organizations
- Local units of government
- Watershed groups
- Conservation organizations
- Advisory groups
- Universities
- Legislators and other policy makers
- Business organizations
- Other federal and state agencies

Expanded Team Role:

The team is to:

- Clearly define (across the full range of DNRE activities and programs) the ecological and public-health outcomes that best illustrate the spirit and intent of this center of excellence.
- Identify the major current and future processes or activities that, ideally, would give the department the best chance of achieving the desired outcomes.
- Describe optimum structuring for each process or activity, spelling out how each can successfully be performed.

Objectives of the Expanded Team:

- Identify and prioritize processes and sub-processes within each center of excellence and create high-level maps for major processes and sub-processes.
- Perform gap analysis for resources, including IT (on-line interaction with customers and work management tools for employees within department)
- Create high-level interface maps and map over process/sub-process managers.
- Conduct a review of applicable benchmarks.
- Identify overlapping programs and resources within state government.

Others: (add others if you think they will be important)

Proposed Team Members:
Approximately 14 members (seven each from DEQ and DNR, comprised roughly of the following): <ul style="list-style-type: none">• Field staff• Technical staff (e.g., program specialists)• Multi-media practitioners (multi-media coordinators, ecoteam members)• Integrated program staff (e.g., Areas of Concern)• Planning/evaluation staff• First-level supervisors• Section/division management
Time Line/Due Dates:
November 25, 2009

DNRE CHARTER – SUSTAINABLE DEVELOPMENT

Expanded Team

Center Of Excellence:
Foster sustainable development by making responsible environmental choices
Description:
Everyone – from schoolchildren in Marquette and small-business owners in metro Detroit, to biologists in the field and regulators at the state and federal level – plays a role in the protection of Michigan’s environmental and natural resources. By developing and adhering to a responsible, creative pattern of resource use that not only meets residents’ needs but also protects the environment for future generations, the department will advocate and model “best practices” for citizens and businesses. In setting the standard for responsible choices that protect and sustain our natural and biological resources, DNRE will help promote attitudes and behaviors that safeguard our natural resources, improve quality of life and contribute to the local and state economy.
Deliverables:
<ul style="list-style-type: none">• Waste, urban sprawl and negative physical environmental impacts are minimized.• Urban centers are revitalized.• Green technology and chemistry processes are designed and implemented.• Biodiversity is maintained or increased.• Resources are maintained and enhanced.• Renewable energy resources (wind, solar, biomass, geologic) are productively used.• Outdoor recreation and activity opportunities and participation are increased.• IT applications function easily, maximizing efficiency for staff and accessibility to the public.• Simplified, effective permitting systems result in environmental improvement.
Major Processes:
<ul style="list-style-type: none">• Incentives: grants and loan programs, tax credits, recognition programs• Strategic planning, specific resource management plans, use of developing technology• Laws and rules: limits on emissions, impacts (land use, wetlands, etc.)• Policy development• Climate-change mitigation and adaptation programs• Permitting: use of “One Stop” and “Business Navigator” resources• Environmental Justice Plan implementation• Compliance and enforcement• Training• Education and outreach

Project or Case Study Examples:

Water Withdrawal Project

DEQ/DNR worked with a stakeholder board and other agencies to develop an assessment tool based on actual impacts to the resource using available data, linking databases and creating a web based IT application to conduct the modeling. The IT application has other beneficial uses.

Green Chemistry Roundtable

The Michigan Green Chemistry Program was created by Executive Directive, No. 2006-6, which also established a Green Chemistry Roundtable within the State of Michigan. Its goal is to promote green chemistry for sustainable economic development and protection of public health.

The Green Chemistry Program has responsibility for promoting and coordinating the state's green chemistry activities such as research, development, demonstration, education, and technology transfer activities in Michigan. The objective is to promote use and development of new chemicals and chemical products that reduce or eliminate the use or generation of hazardous substances, while producing high-quality products through safe and efficient manufacturing processes.

The DEQ is meeting with stakeholders to seek out ways to promote these green chemistry initiatives in Michigan.

Grants and loans for LID storm water control, LEED design, brownfield remediation and reuse:

Forest Certification Program: Forest certification has developed as a way to verify sustainable forest management. It is an outgrowth of the desire of many stakeholders here and throughout the world to have forest managers demonstrate responsible, healthy and sustainable management of our forests.

Forest Certification is:

- Review of on-the-ground forest practices against standards that address environmental, social and economic issues.
- Provision of an independent, third-party view attesting to how effectively current management maintains forest health and productivity.
- Periodic re-verification and recertification after initial certification of the forest.

The Department of Natural Resources sought and attained dual certification of State Forest lands under the Sustainable Forestry Initiative (SFI) and the Forest Stewardship Council (FSC). The FSC program is an international system that emphasizes social values and the environmental value of natural forest ecosystems, to which it adds an important economic dimension.

Certification of our state forest system demonstrates to interested stakeholders and markets that natural resource management practices are sound and comprehensive. It maintains markets for

state forest timber, and continues our ability to manage habitats for wildlife, recreation opportunities, and maintenance of forest health. Certification promotes long-term improvements in program efficiency, and empowers DNR staff at all levels to identify weaknesses and initiate positive change in the sustainable management of forest ecosystems.

Wildlife Action Plan

The goal of Michigan’s Wildlife Action Plan is to provide a strategic framework and set of management tools that will enable our state’s conservation partners to implement a long-term holistic conservation approach for all aquatic and terrestrial wildlife species.

This action plan:

- provides an ecological, habitat-based framework to aid in the conservation and management of wildlife;
- identifies and recommends actions to improve habitat conditions and population status of species with the greatest conservation need (SGCN), which are those species with small or declining populations or other characteristics that make them vulnerable;
- recommends actions that will help to keep common species common;
- identifies and prioritizes conservation actions, research and survey needs, and long-term monitoring needed to assess the success of conservation efforts;
- complements other conservation strategies, funding sources, planning initiatives and legally mandated activities; and
- incorporates public participation to provide an opportunity for all conservation partners and Michigan residents to influence the future of resource management.

Interface Groups:

- Industry groups or associations
- Manufacturing
- Academia
- Nongovernmental organizations
- The public
- Legislators
- Foundations
- Faith-based organizations
- Environmental justice organizations
- Lobbyists

Expanded Team Role:

This team is to:

- Identify the goals and major processes involved in this center of excellence (COE), as well as the sub-processes and activities that support the major processes.
- Determine which processes/activities should be included in this COE.
- Identify current major processes and design high-level future major process maps, clearly highlighting the needed process improvements that are key to achieving the goals.

Objectives of the Expanded Team:

- Identify and prioritize processes and sub-processes within each center of excellence and create high-level maps for major processes and sub-processes.
- Perform gap analysis for resources, including IT (on-line interaction with customers and work management tools for employees within dept.)
- Create high-level interface maps and map over process/sub-processes.
- Identify applicable benchmarks and conduct an initial review of highest priority benchmarks.
- Identify overlapping programs and resources within state government.

Others: (add others if you think they will be important)

Time Line/Due Dates:

November 25, 2009

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DNRE CHARTER – PUBLIC ASSETS Expanded Team

Center Of Excellence:
Serve as a trustee, manager and promoter of the state’s public assets and resources
Description:
Manage Michigan’s public assets (public lands, wildlife and cultural resources) in a way that ensures the sustainability, diversity, public awareness and use of these assets today and in the future.
Deliverables:
<ul style="list-style-type: none">• Natural resources are used and managed in a sustainable manner.• Sustainable wildlife populations are managed with diversity in mind.• Minerals are produced in an environmentally sensitive manner.• Public lands are abundantly available to residents.• Recreation opportunities are accessible to everyone.• Michigan’s historical and cultural assets are protected and made available to the public as appropriate.
Major Processes:
<ul style="list-style-type: none">• Leasing• Permitting• Construction and Maintenance• Acquisition and sale• Inventory• Promotion and programming
Project or Case Study Examples:
<u>Minerals Leasing Program</u> The minerals leasing program provides a balance of encouraging the production of minerals while protecting sensitive natural resources. The state owns and manages 6 million acres of minerals that, when properly produced, provide an essential component to enhancing Michigan residents’ quality of life – from the gas to heat our homes to the metallic metals in our computers.

State Forest System

Sustainable management of the state forest system includes managing 3.9 million acres for timber values, biodiversity, wildlife habitat, recreation opportunities and maintenance of forest health. Our state forests provide a consistent timber supply to industry, as well as an abundance of diverse public recreation opportunities.

Dam Safety Program

By ensuring proper maintenance of regulated dams throughout the state, Michigan's Dam Safety Program protects the public from dam failures. Many dams in the state are at risk due to age and lack of proper maintenance, and failing dams pose a risk to public safety, natural resources and local and regional economies. Dam failures also have a significant negative impact on aquatic systems, including fish kills and habitat destruction.

Great Lakes Bottomlands

The bottomlands of the Great Lakes are held in trust for the use and enjoyment of the public. The state has a responsibility to the public to manage these bottomlands and waters for the prevention of pollution, for the protection of the natural resources and to maintain the public's rights of hunting, fishing, navigation and commerce.

Interface Groups:

- Conservation and environmental organizations
- Watershed organizations
- Legislators
- Business organizations
- Recreation organizations
- Local units of government
- Tribes
- Forest Stewardship Council / Sustainable Forest Institute
- Universities
- Historical groups
- Media representatives

Expanded Team Role:

This team is to:

- Define the universe of deliverables for this center of excellence
- Identify the major processes required to achieve deliverables
- Describe optimum structuring of how these processes should be performed for success

Objectives of the Expanded Team:
<ul style="list-style-type: none">• Identify and prioritize processes and sub-processes within each center of excellence and create high-level maps for major processes and sub-processes• Perform gap analysis for resources, including IT (on-line interaction with customers and work management tools for employees within department)• Create high-level interface maps and map over process/sub-process managers.• Conduct a review of applicable benchmarks• Identify overlapping programs and resources within state government.
Others: (add others if you think they will be important)
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DNRE CHARTER – OUTREACH & ADMINISTRATION
Expanded Team

Center Of Excellence:
Maximize credibility through effective education, outreach and transparent business operations.
Description:
An agency striving to be a national leader must have operations that are credible with the public. The resources, including education and outreach programs, must be optimized at all levels, and that optimization must be accomplished in a manner that is transparent to the public. Actions by the agency should – for all resources provided – illustrate to the public that it operates efficiently and effectively.
Deliverables:
<ul style="list-style-type: none">• Transparent and inclusive funding initiatives, budget planning, and implementation• Use of appropriated funding is transparent.• IT systems are integrated and properly working.• Workforce plans establish the short-term needs of the agency.• Balanced workload plans optimize the distribution of workload.• Process evaluation and improvement reduce delivery times and improve the product.• Public communication provides ample opportunities for dialogue/information exchange and is transparent.• Education/outreach programs are effectively delivered.• Facilities are utilized in a cost-effective manner.
Major Processes:
<ul style="list-style-type: none">• Public involvement for the agency (including how the Natural Resources Commission is involved)• IT planning that provides for effective and efficient integrated systems• Media relations• Strategic planning to set both short- and long-term needs• Staff training and development• Budget development• Education and training

Project or Case Study Examples:

Leadership Academy

The DEQ and DNR prepared a workforce plan, knowing that that nearly 47 percent of our workforce will be eligible for retirement within 10 years. This major loss of institutional knowledge and the departure of many senior management staff from both departments required that that the agencies invest now in training of future leaders. At the time, there was no program in place for such staff development. The workforce plan led to the establishment of a leadership academy that provides participants with a variety of leadership experiences: completing a high-profile assignment or project; creating a business plan; obtaining cross-functional or inter-departmental experience; leading a task force to solve a problem; presenting recommendations to senior leaders; negotiating important issues internally or externally; or solving a key organizational problem or resolving a conflict.

As with the Group 4 competencies, specific work on the challenges will differ among participants and be determined in part by the individual's own development plan. This academy, which also provides mentoring as part of the experience, is innovative in state government and provides the necessary training that will successfully develop future leaders at all levels.

Air Quality New Source Review Value Stream Mapping Project

In 2003, auto manufacturers in Michigan complained about the length of time it took to obtain an air permit to construct their facilities. As a result, the DEQ management and Air Quality Division (AQD), car companies and the Michigan Manufacturers Association participated in a value stream mapping effort. The goal? To reduce to 180 days or less the time it took applicants to get a permit. Portions of the permit process that were considered "nonproductive" were removed from the process, and certain evaluations within the process were further streamlined to reduce the wait time.

A key finding of this effort showed that applications that were complete upon submission could be processed faster because the time spent waiting for responses to unanswered questions was significantly reduced. Pre-application meetings were also instituted to make sure all the elements of an application were included for submission. Prior to that, auto manufacturers would submit incomplete applications, hoping that assignment to an engineer would make the process move faster. Measurement of the process improvements shows that the average time to issue a permit is now approximately 62 days.

Air Quality Division Workload Analysis Project

Workload analyses were prepared by AQD to illustrate to customers the cost of air permitting activities. It became necessary to demonstrate to the fee payers – in a transparent way – exactly why additional fees were needed to operate the program. As a result of efforts to streamline the permitting process through value stream mapping, fewer permit writers were needed and those staff resources were then placed in areas that provided greater productivity to the program. This

in turn reduced the cost of completing air permits, limited the fee increases that were necessary to complete that activity in the Air Quality Division, and ultimately optimized staff resources and distribution of workload.

Interface Groups:

- State agencies (DIT, Civil Service Commission, etc.)
- Business organizations
- Regulated community (fee payers)
- Environmental groups
- Legislators and other policymakers
- Other federal and state agencies
- Conservation groups
- Education community
- Media representatives

Expanded Team Role:

The team is to:

- Describe the desired outcomes that would demonstrate that agency operations are in line with this center of excellence.
- Identify the major current and future processes or activities that, ideally, would give the department the best chance of achieving the desired outcomes.
- Describe optimum structuring for each process or activity, spelling out how each can be performed for success.

Objectives of the Expanded Team:

- Identify and prioritize processes and sub-processes within each center of excellence and create high-level maps for major processes and sub-processes.
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