

## **Endangered Resources Review Project Charter**

**Project Name: Endangered Resources Review Consistency and Efficiency**

**Date Chartered: March 30, 2012**

**Expected Completion Date: July 13, 2012**

**Team Leader: Erin Crain**

**Background:** Any activity the department conducts, funds or approves requires the consideration of the impacts of those activities on threatened and endangered species. (S. 29.604 Wis. Stats.) Staff throughout the department satisfy this requirement by conducting Endangered Resources (ER) reviews as part of permitting, grant and plan approval processes. Consequently, the vast majority (95%) of ER reviews are conducted outside the Bureau of Endangered Resources. Yet, only a small number of DNR staff performing ER reviews have taken training or utilize the screening guidance. This situation has led to non-compliance of the review requirement, as well as inconsistent and inefficient analysis. In turn, this results in delays in permit turn-around time, frustration on the part of department customers, and ineffective, inadequate or unnecessary management on the ground.

**Team Goal/Mission:** Increase consistency and reduce workload associated with ER reviews by identifying areas of non-compliance and inaccurate analysis, and by providing targeted training and tools to support department staff. Also, the project will develop a mechanism to measure and demonstrate the level of consistency in ER reviews across the department.

### **Measures to be used to determine success:**

1. A 10% decrease in the average amount of time DNR staff spend determining take and appropriate avoidance measures.
2. A 15% decrease in the amount of lead time in the ER consultation process.
3. A 20% increase in satisfaction regarding ER support for DNR staff conducting reviews.
4. Identification of tools, training and strategies that simplify the review process and that lead to decreased workload and consistent application of review standards.
5. The ability to demonstrate consistency in ER reviews to the regulated community, conservation groups and the general public.

**Core Team Members: Angela White, Shari Koslowsky, Stacy Rowe, Drew Feldkirchner, Emma Pelton, Lisie Kitchel, Rori Paloski, Lori Steckervetz, and Brittany Pietrantonio-Davis.**

**Issues to be addressed:**

1. Identify factors affecting ER review quality, turn-around time and consistency.
2. Explore the efficacy of tools, training and strategies with regard to quality, turn-around time and consistency.
3. Develop a mechanism to measure and demonstrate the level of consistency in ER reviews across the department.

**Expected results:** This project will identify tools, training and strategies that increase consistency and quality of ER reviews across the department, as well as those which decrease the amount of time staff spend on ER reviews as part of other department processes. An implementation plan for these changes and an auditing function will be developed.

**Support/resources needed:**

1. Access to survey support from the Bureau of Science Services.
2. Survey, focus group and target training participation by DNR programs.
3. A stable NHI data delivery system that enables the extraction of Form ER.

**Responsibilities and Boundaries:** The team will consider tools, strategies, training and processes that affect the quality of ER reviews and the efficiency of performing the reviews.



# DNR Lean Project - Final Report

**Project Name:** Endangered Resources Review

**Project Team Leader:** Erin Crain

**Project Purpose:** Increase the efficiency and consistency of the endangered resources review process throughout the department.

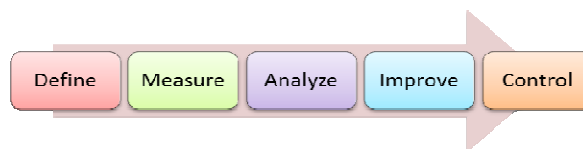
**Project Team Members:** Drew Feldkirchner, Lisie Kitchel, Shari Koslowsky, Rori Paloski, Emma Pelton, Brittany Pietrantonio-Davis, Stacy Rowe, Lori Steckervetz, Mia Van Horn and Angela White.

**Summary of Improvements:** See attached Project Implementation Plan

**Project Results:**

Goal	Baseline	Target
Reduce DNR staff workload.	Over 50% of staff found lack of resources to help identify impacts and avoidance measures a major contributing factor to lengthening review completion.	10% decrease in time needed to determine impacts and identify avoidance measures to be determined by a follow-up survey.
Reduce Lead (delivery time).	It can currently can take up to a week to obtain species expert input.	15% decrease lead time for ER consultation process, ultimately 48 hour response 95% of the time.
Improve Customer Satisfaction.	Over 50% of survey respondents identified a lack of tools and system reliability as causes for customer dissatisfaction.	20% increase in DNR staff satisfaction regarding ER support for conducting reviews. To be determined by a follow-up survey
Simplify the Process.	There is currently no mechanism for tracking duplicate reviews between programs.	20% decrease in duplicate reviews to be measured though the audit function.
Ensure Staff and Customer Safety.		

\*Improvements are dependent on the successful development of the NHI Portal system that is scheduled to be completed in December of 2012. Specific system features are included in the Project Implementation Plan.



**Project Cost:**

	<b>Hours</b>	<b>Dollars</b>
Project Team Leader	72	
Project Team Members	156	
Meeting Costs		\$ 0
Improvement Costs		\$ 0 thus far above planned for development costs.
Total		\$ 0

**Recommendations for Future Code/Statute Changes:** New manual code addressing training, documentation and when to conduct a review.

**Lessons Learned:**

- This is an opportunity for a cultural change within the department.
- The process provides the opportunity to identify department-wide, systemic issues.
- It's a lot of work and requires tenacity!