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2011 Innovations Awards Application

DEADLINE: MARCH 28, 2011

ID # (assigned by CSG): 2011- _____

Please provide the following information, adding space as necessary:

State: New Jersey

Assign Program Category (applicant): Government Operations & Technology – Administration (Use list at end of application)

1. Program Name
Transformation
2. Administering Agency
New Jersey Department of Environmental Protection
3. Contact Person (Name and Title)
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<http://www.state.nj.us/dep/transformation/>
9. Please provide a two-sentence description of the program.
The New Jersey Department of Environmental Protection (NJDEP) is undergoing a transformation to better align its people, processes and technology towards its core mission of protecting human health and the environment. By identifying program specific and transformation priorities, a team of Department employees coordinates program managers, staff and external stakeholders to evaluate core goals and objectives, as well as, create better processes to increase program efficiencies.

10. How long has this program been operational (month and year)? Note: the program must be between 9 months and 5 years old on March 28, 2011 to be considered.

June 1, 2011

11. Why was the program created? What problem[s] or issue[s] was it designed to address?
Over the years, DEP garnered a reputation as a hindrance to economic growth in the State. Once confirmed, Commissioner Bob Martin created a Transformation team, lead by the deputy commissioner and key staff members, to identify Department-specific issues and ways to better processes and practices.

Recognizing that additional resources will not be available in the current economic climate, the Department is working to eliminate non-critical functions, streamlining business practices, leveraging information technology and relying on the expertise of its constituents – both internal and external – to cut the costs of compliance while ensuring maximum protection.

The Commissioner and staff laid out a vision and priorities plan to address: the implementation of the Licensed Site Remediation Professional (LSRP) Program and site remediation reforms; the establishment of the Site Remediation Licensing Board; the evaluation of stream designations, including C1 criteria, to protect New Jersey's most important waters; determining the best approach for the long-term restoration of Barnegat Bay; determining a solution to address the cooling systems at Oyster Creek nuclear plant; protecting the ocean from other off shore drilling and LNG, and increase and improve ocean water testing; optimizing stewardship of the Atlantic Ocean, its beaches and tributaries; maximizing shore protection and public access to the most reasonable extent while minimizing impacts to the resources the ocean provides; developing a sensible Public Access rule incorporating concerns for safety, security, economic vitality and recreational opportunity; identifying sustainable funding for operation and maintenance of parks and wildlife management areas; managing natural resources in a comprehensive manner that looks at the overall viability and enhancement of species and habitat; consolidating ecological restoration programs into one office and establish a new strategy for restoring, enhancing and mitigating damages to ecosystems; air pollution generated in other parts of the nation that impact New Jersey's air quality; determining the best approach and implement a program to accelerate the retrofit of diesel engines across the state; building green energy, especially by accelerating the expansion of wind and solar energy through appropriately streamlined regulation and establishment of meaningful incentives; begin to investigate new electric vehicles and the infrastructure to make that technology workable; opposing Delaware River dredging; utilizing the Science Advisory Board to promote sound decision making; establishing a new Alternative Dispute Resolution program; and working with the Lieutenant Governor's Office, other state agencies, and stakeholders to ensure development of a State Plan that recognizes growth should occur in areas that yield economic growth opportunities which benefit the State as a whole, while ensuring that there is no net environmental loss of resources.

12. Describe the specific activities and operations of the program in chronological order.
Once the visions and priorities were established, managers and staff were solicited for input to identify program challenges, streamlining opportunities, cross-program issues and IT possibilities. A timeline for completion was established to ensure maximum changes and results.

In particular, NJDEP is tasked with: identifying a strategic plan and sustainable funding for natural and historic resources; identifying and modifying/eliminating other state agencies' business practices that adversely impact the Department's ability to make logical and non-wasteful operational decisions; identifying NJDEP Cross program issues – staff work at cross program purposes and do not focus on the global environmental gain; enforcement – interface/interact with associated partnering programs; establishing a network of communication professionals within the programs to coordinate with the Office of Communications in order to facilitate better internal and external messaging and leveraging of programmatic events and activities and initiatives; customer service – DEP employees will be mandated to attend customer service training; linear construction projects – team evaluates how to provide flexibility, guidance and future rule amendment/legislation to

accommodate critical infrastructure projects; Office of Permit Coordination – works to ensure the greatest net gain possible from any/all applicants; personnel/resource allocation – human resources works to explore removing title variants, either as a pilot, voluntary process or permanently, as well as work to make job specifications be realigned to the basic job function in NJDEP; regulatory reform – DEP is working to address internal processes and then act as a pilot for the state in identifying reform (includes land use, air quality and solid waste); municipal finance and construction/Environmental Infrastructure Trust – staff will review programs to ensure that business processes are streamlined, the interface between the two entities are greatly improved and harmonic, there is no duplication of work or policy and the Department improves the ability to finance qualified projects in an expedited manner; sustainability – 12 internal stakeholders work to identify opportunities to promote the application of sustainability science and to incorporate sustainability goals in best management practices both internally and externally, natural and historic resources – examine economic and environmental benefits to the state related to the tourism and quality of life; Bureau of Tidelands Management – efforts to streamline the process and focus to utilize IT; and water quality – re-examine time and cost for processing permits, duplicate federal standards, high fees and complicated rules.

13. Why is the program a new and creative approach or method?

This process has been and will continue to be extremely hands on.

After announcing the initiative, the Deputy Commissioner and her staff personally engaged nearly 90% of the Department staff to solicit input and encourage staff to make Transformation recommendations and suggestions. These comments could be made without going through a chain of command directly to the Deputy Commissioner's office. Once compiled, the more than 700 comments were posted on the NJDEP intra- and internet websites.

Beyond staff involvement, a key component of the process is to engage external stakeholders from varying sectors included regulated entities, professional organizations, governmental agencies, environmental advocacy groups and recreational organizations. As "customers" of the Department these stakeholders are recognized as having vital input to helping the Department form its future.

The Division of Human Resources within the Department has initiated a lateral mobility process to allow the Department to shift human resources to identified priority programs. This allows for an internal solicitation and managing format that staff can follow up on. Volunteer staff took the process one step further by holding several internal job fairs where interested staff could meet with managers to hear about different programs. Over 200 applications have been submitted.

14. What were the program's start-up costs? (Provide details about specific purchases for this program, staffing needs and other financial expenditures, as well as existing materials, technology and staff already in place.)
The costs for Transformation called for an investment of time to be absorbed within current working budgets. Staff and Senior Management determined the investment of time will prioritize and make processes more efficient for the future. Senior Management mandated that all managers of priority programs were to make Transformation a priority.
15. What are the program's annual operational costs?
Through messaging and guidance, this program's costs are absorbed in day-to-day business planning.
16. How is the program funded?
This program is an investment of staff hours.
17. Did this program require the passage of legislation, executive order or regulations? If YES, please indicate the citation number.
No; however, outcomes could certainly lead to the need for passage of legislation, executive orders or regulations.

18. What equipment, technology and software are used to operate and administer this program?
NJDEP is employing IT equipment and software where applicable. We've built modules on internal systems (NJJEMS) to follow through with initiatives.
19. To the best of your knowledge, did this program originate in your state? If YES, please indicate the innovator's name, present address, telephone number and e-mail address.
We are unaware of any department-wide Transformation initiatives, such as the one we've undertaken. However, the program is modeled after the Department's own effort to transform it's site remediation program.
20. Are you aware of similar programs in other states? If YES, which ones and how does this program differ?
No.
21. Has the program been fully implemented? If NO, what actions remain to be taken?
The Transformation process will be an ongoing one. The vision and priorities are set specifically for the next three years.
22. Briefly evaluate (pro and con) the program's effectiveness in addressing the defined problem[s] or issue[s]. Provide tangible examples.
The pro of this program is it is very inclusive. It allows for staff input, at all levels, as well as, internal and external stakeholders

A con is, it is difficult to manage all the different pieces. This is not a linear process, but a multi-pronged approach to turning around a department. Some initiatives, such as surface water, which started small, has grown because it is a component of other initiatives.
23. How has the program grown and/or changed since its inception?
This program has grown exponentially. Again, because it is a multi-pronged approach, some issues have grown and become priorities because they tie into bigger initiatives for the Department.
24. What limitations or obstacles might other states expect to encounter if they attempt to adopt this program?
To implement this program, you must be able to identify the scopes and goals of your organization. You must have strong change agents who can think beyond the current business process and have the ability to be open-minded, when focusing on goals.

States also need to be flexible and have the ability to recognize issues and be able to change directions at a moment's notice.

CSG reserves the right to use or publish in other CSG products the information provided in this application. If your agency objects to this policy, please advise us in a separate attachment.



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2011 Innovations Awards Application Program Categories and Subcategories

Use these as guidelines to determine the appropriate Program Category for your state's submission and list that program category on page one of this application. Choose only one.

Infrastructure and Economic Development

- Business/Commerce
- Economic Development
- Transportation

Government Operations and Technology

- Administration
- Elections
- Information Systems
- Public Information
- Revenue
- Telecommunications

Health & Human Services

- Aging
- Children & Families
- Health Services
- Housing
- Human Services

Human Resources/Education

- Education
- Labor
- Management
- Personnel
- Training and Development
- Workforce Development

Natural Resources

- Agriculture
- Energy
- Environment
- Environmental Protection
- Natural Resources
- Parks & Recreation
- Water Resources

Public Safety/Corrections

- Corrections
- Courts
- Criminal Justice
- Drugs
- Emergency Management
- Public Safety

Save in .doc or rtf. Return completed application electronically to innovations@csg.org or mail to:

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This application is also available at www.csg.org.