PROCESS IMPROVEMENT MEMORANDUM OF AGREEMENT
BETWEEN SPONSORS
FROM THE
NC DEPARTMENT OF ENVIRONMENT AND NATURAL RESOURCES (DENR)
NC DEPARTMENT OF TRANSPORTATION (NCDOT)
AND
WILMINGTON DISTRICT US ARMY CORPS OF ENGINEERS (COE)

This memorandum of agreement is jointly executed on May 7, 2001, by the undersigned sponsors of the DENR/NCDOT/COE Permit Application Development, Coordination, and Issuance Process Improvement and Mitigation Process Improvement (see attached scoping documents) Initiatives to be conducted from May 7 through December 30, 2001.

The purpose of this memorandum is to formerly state our commitment to supporting the mission and goals of the process improvement teams' efforts, state our role in those processes, and to commit to implementing the improvements developed and jointly approved by our agency sponsors.

The sponsors agree to jointly improve the way we do business and that we are intent on a long-term relationship focusing on mutual problem solving and process improvement that produce measurable results that benefit all of our agencies and the public we serve.

We are committed to supporting the teams' purpose of improving the workflow effectiveness and efficiency of DENR/NCDOT/COE permit development, coordination, and issuance process. Specifically, the goal is to improve the process of developing quality permit applications, issuing environmental permits, and mitigation that support timely delivery of transportation programs while minimizing disruption to the natural and human environment.

We agree to sponsor a joint process improvement initiative for mitigation prior to the end of calendar year 2001. This effort will use a combined team from our respective agencies and be conducted using the same or comparable methodology and level of effort as the first permit improvement initiative.

Further, we agree to review the findings of the scoping analysis and initiate agency or joint work groups to deal with issues raised that we agree are not conducive to a formal process improvement process (see attached problem statements).

We agree as sponsors to work in concert to:

- Collaborate with each other to ensure that the team's actions result in positive change to the permitting process and to ensure agency wide implementation of those changes.
- Act as champions to the team by removing barriers to progress and proactively guide the team in meeting the responsibilities we have assigned them in their scoping document.
- Lead and inspire the team with the vision of the desired state of permitting among our agencies and model behaviors needed for such change and the teamwork that goes with it.
- Measure the result of our efforts and provide the teams with feedback on how they are doing while coaching them to meet the established targets of the scoping document's issues and sponsor expectations.

SPONSOR'S MEMORANDUM OF AGREEMENT (CONTINUED)

Process improvement requires teamwork and the capacity to reach consensus on very complex issues. As sponsors, we will support and remove barriers as we develop and implement a viable plan that increases our agencies' performance as it relates to environmental permitting and mitigation for transportation projects.

Authorizing Sponsors

Dempsey Benton
Chief Deputy
DENR

Roger Sheats
Deputy Secretary
NCDOT

Colonel James DeLony
Commander
COE

Len Sanderson
State Highway Administrator
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Reinforcing Sponsors

Sherri Evans-Stanton
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Tommy Stevens
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Director, Division of Coastal Management
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Chief Deputy – Preconstruction
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Don Goins
Chief Deputy - Operations
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