

**Essential
Information**
for New Members
of the
**E-Enterprise
Governance
Groups**



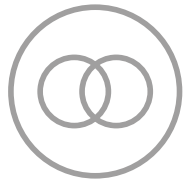
E-ENTERPRISE
for the environment

Modernizing the business of environmental protection

May 2019

THE BIG PICTURE

By collaborating to streamline and improve how we do our work together, EPA, states, and tribes are getting better environmental results.



MEETING VITAL COMMON GOALS

At the heart of E-Enterprise are the combined goals of improved environmental protection, enhanced services, and transformative governance.



CORE PRINCIPLES

The E-Enterprise Design and Operating Principles serve as a foundation for aligning the partners' interests into a set of joint commitments that are collaborative, honor delegated authorities, and maintain a focus on the end-user experience.



PROJECT IMPROVEMENTS

A sample of the collaborative projects underway demonstrates real success in streamlining processes, enhancing productivity, and providing trusted information.



AN HONOR AND PRIVILEGE TO SERVE

E-Enterprise modernizes daily operations that enable progress toward the shared goals of EPA, states, and tribes. The success of E-Enterprise depends on the informed, active, and full engagement of its leadership team as well as the day-to-day commitment of additional EPA, state, and tribal representatives.



SHARED GOVERNANCE THAT WORKS

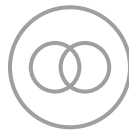
E-Enterprise partners work together to set overarching strategy and implement activities that transform how we do our shared business of environmental protection.



SERVING AS AN EELC MEMBER AND BEYOND

E-Enterprise Leadership Council (EELC) members meet periodically to set strategic direction for E-Enterprise and to ensure that projects and program activities align with E-Enterprise principles. E-Enterprise participants, whether associated with EPA, states, or tribes, are responsible for supporting, advocating, and implementing EE projects, priorities, and investments, consistent with their roles.





THE BIG PICTURE

A New Way of Doing Business

E-Enterprise for the Environment is a dynamic, shared governance partnership in which the Environmental Protection Agency (EPA), states, and tribes work together to modernize the business of environmental protection, improving the environment and public health and reducing compliance costs for and burdens on both regulatory agencies and regulated entities.

A Comprehensive Vision

Relying on well-integrated and efficient national collaboration, E-Enterprise combines the complementary capabilities and combined resources and capacity of our partners to achieve the nation's goals of a healthy environment and a strong economy.

A Mission That Serves All Interests

The E-Enterprise mission serves to deliver streamlined processes, trusted information, and enhanced productivity through collaboration and shared governance.

An Ideal Platform for Positive Change

E-Enterprise creates a platform for EPA, states, and tribes to come together to identify common problems and find effective solutions. In this culture of collaboration, we define our shared set of priorities and leverage our collective resources to transform how we implement the business of environmental protection.



MEETING VITAL COMMON GOALS

E-Enterprise is governed by three overarching goals:

1. Improving environmental protection by enhancing program performance, streamlining and modernizing environmental programs, and deploying advanced technologies.
2. Enhancing services to stakeholders by reducing transaction costs and burdens and improving the transparency of environmental conditions and performance.

3. Operating as a transformative model of shared governance, in which the partnering environmental agencies jointly identify priorities, define and solve problems, and implement and improve regulatory programs.

EPA, states, and tribes share common goals aimed at protecting the environment. We also share the authority to implement environmental protection programs, making collaboration among all partners essential to meeting our common goals.



CORE PRINCIPLES

The E-Enterprise Design and Operating Principles serve as a foundation that establishes a set of joint commitments directing the partners to consider the following:

1. Manage E-Enterprise as a partnership led by a joint governance body, work together to develop funding mechanisms, and inform the independent resource investment of the partners.
2. Respect existing delegations and operating agreements throughout program changes driven by E-Enterprise. If seizing improvement opportunities calls for changes, negotiate these changes through existing channels.
3. Streamline and modernize programs before automating them. Streamlining and modernizing programs includes exploring use of new environmental management approaches to harness program improvements and technologies.
4. Use a business case approach to prioritize activities.
5. Ensure that the program and system development consider the user's perspective.
6. Establish a seamless and secure network of services and systems to improve two-way business transactions between agencies and the customers they serve.
7. Ensure systems will work smoothly together for agency staff and their customers.
8. Automate access to data to promote reuse of information and services by users and their application developers.
9. Explore the integration of advanced monitoring, data collection, and analysis techniques into programs and explore the new management approaches they might enable.
10. Lower the cost of program and technical implementation by providing funding and shared infrastructure.



PROJECT IMPROVEMENTS

Many E-Enterprise projects already implemented and dozens more underway will achieve the following:

Streamline Processes

- Combined Air Emissions Reporting (CAER)
- Pesticides Data Accessibility and Label Matching (PLM)
- Quality Assurance Project Plans (QAPP)
- Permit Review Timeliness

Enhance Productivity

- A Network of Web Portals for Regulated Entities, Local Governments, and the Public (E-Enterprise Portal)
- Digital Strategy/Architecture/Roadmap
- Electronic Data Collection for Field Inspectors (Smart Tools)

Provide Trusted Information

- Water Quality from Watersheds to Wells (Be Well Informed)
- New Sensor Technologies (Advanced Monitoring)

On the E-Enterprise Community Inventory Platform (EECIP), partner agency staff of all levels can form connections, help each other through challenges, and access a living record of everyone's modernization efforts at every stage.



AN HONOR AND PRIVILEGE TO SERVE

An Ideal Platform for Positive Change

E-Enterprise seeks to integrate the complementary areas of expertise held by EPA, states, and tribes. By combining our partners' unique capabilities and resources, E-Enterprise helps to streamline processes, provide trusted information, and enhance productivity for national environmental protection.

Further, the landscape in which we implement environmental processes continues to change due to a host of factors including technological breakthroughs, growing population pressures on natural resources, increasing demands for infrastructure, and new and evolving economic markets.

In the nearly 50-year history of environmental protection, E-Enterprise marks the first time that EPA, states, and tribes have established a collaborative leadership body to improve the health of our environment and strengthen our nation's economy. E-Enterprise is bringing about positive cultural change by encouraging candid and open communication among environmental agencies. This communication is building a stronger set of working relationships needed to support a productive national environmental enterprise.

A Culture of Innovation and Collaboration

E-Enterprise projects arise and are carried out in many ways, including the following:

1. **Streamline, then Automate:** Many E-Enterprise projects start by applying continuous process improvement (such as Lean) to streamline a system or program and consider if a return on investment analysis supports it. A common next step is to apply modern information or advanced monitoring technologies and approaches, where applicable, to achieve even greater efficiencies in terms of time, cost, and environmental results.

By applying the "streamline, then automate" model, E-Enterprise projects are making it easier for regulated parties to file required reports or permit applications. This will provide more comprehensive integration of water quality data, simplify regulatory systems, improve environmental performance reviews, and maximize environmental outcomes.

2. **Temporary Workload Tradeoffs:** Under EPA's Partnership Action Plan (PAP), states and tribes can reallocate some of the time usually spent on routine tasks to find ways to improve how that or other work is done. See the *Other Resources* section for information on how to access PAP tradeoff documents on the web.
3. **"Business as Unusual:"** The E-Enterprise approach provides an opportunity to think out-of-the-box, and to realign and reenvision "business as usual" processes. E-Enterprise encourages and enables all partners to see the future of environmental protection from this "business as unusual" perspective by working together openly and directly to problem solve and improve processes.

Building the E-Enterprise Framework:

History in Brief

The E-Enterprise principles and structure were developed in 2012 and 2013 by a joint state-EPA workgroup comprised of more than 50 members, described in a seminal document entitled, *E-Enterprise for the Environment Conceptual Blueprint: Principles and Components* (ratified January 1, 2014). These principles continue to inform and drive E-Enterprise as it is implemented (see above, *Core Principles* section).

The first Governance Charter for E-Enterprise for the Environment was signed September 5, 2013, by the EPA Administrator and the President of the Environmental Council of the States (ECOS), the national nonprofit, nonpartisan association of state and territorial environmental agency leaders. A revised Governance Charter for E-Enterprise for the Environment was signed effective September 26, 2016, by the EPA Administrator, the ECOS President, and the President of the National Congress of American Indians.

The Exchange Network: A Foundational Step

E-Enterprise stands on the shoulders of the Environmental Information Exchange Network, a collaborative leadership initiative of EPA, states, and tribes formed in 1998 to provide a real-time communications, data, and services platform for sharing environmental data securely via the internet.

For example, states and tribes use the Exchange Network to submit electronic data and reports to EPA under delegated or authorized programs.

Universities and nonprofit organizations use it to share environmental monitoring data with the states and EPA. In 2015, the Exchange Network and E-Enterprise governing bodies were integrated to ensure that a single management board and interoperability and operations team would support the goals and principles of both efforts under the strategic direction of the EELC.

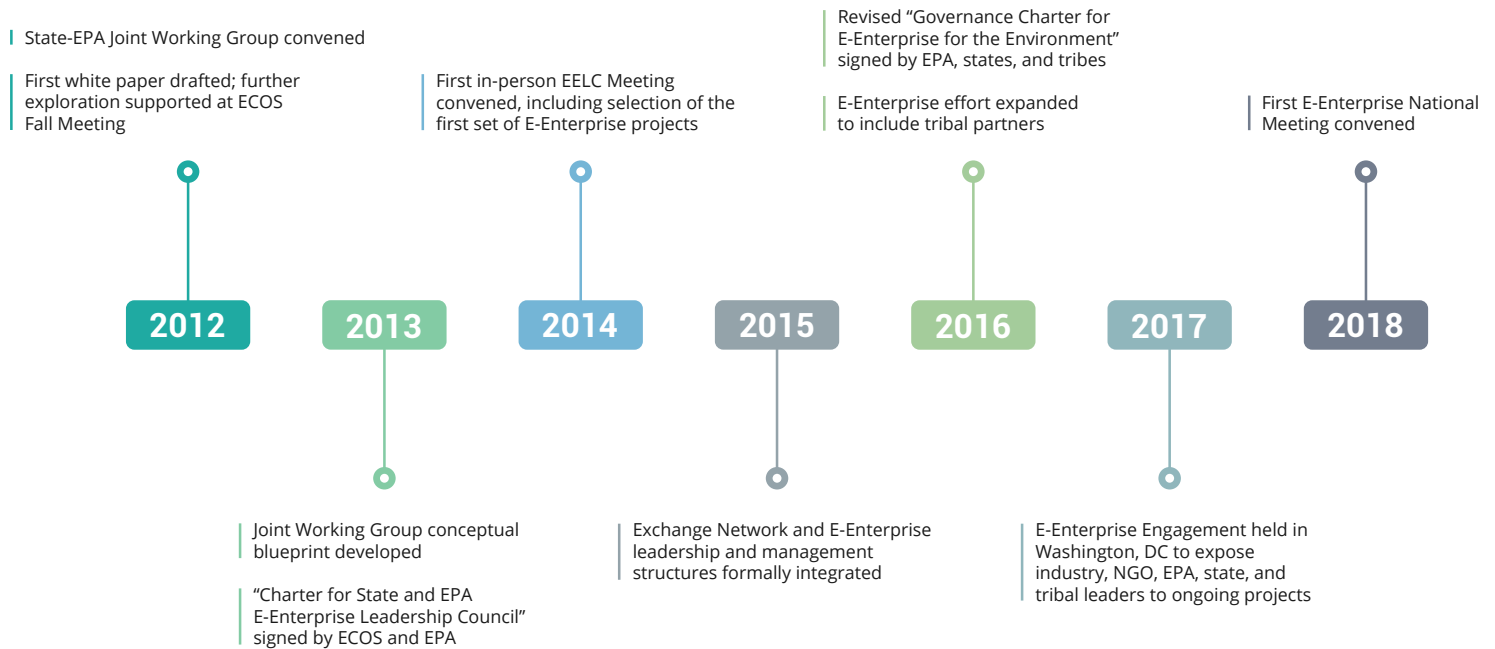
How E-Enterprise Got Its Name

The “E-Enterprise for the Environment” moniker was established while the initiative was still in its formative stages, when the focus was on exploring the potential to use the technological platform created by the Exchange Network.

Although the shared understanding of what could and should be accomplished by the E-Enterprise initiative has expanded, the name has remained unchanged.

Important to note is that the name “E-Enterprise” is spelled with a capital “E,” not a lower case “e,” signifying that while the initiative includes the expanded use of modern information or electronic technology to improve services and outcomes, the overall set of goals, principles, and approaches is far bigger and broader. E-Enterprise can be thought of as strengthening a national “Environmental Enterprise” to which EPA, states, and tribes all belong. A shared governance approach helps ensure greater focus, consistency, and predictability, as well as a more efficient, effective, and coordinated use of limited resources.

Major Milestones: An E-Enterprise Timeline





SHARED GOVERNANCE THAT WORKS

E-Enterprise operates under a governance structure in which both strategic and day-to-day duties and responsibilities are shared among all of the partners.

Strategic Direction and Oversight

The E-Enterprise Leadership Council (EELC) brings together EPA, state, and tribal environmental leaders to provide high-level direction and oversight of the management and implementation of E-Enterprise. The EELC has up to 10 standing members each from EPA, states, and tribes, as well as three Co-Chairs: the EPA Deputy Administrator and one state and one tribal environmental leader. EELC discussions often focus on a major policy or strategic issue on which consensus among the EELC members may be sought, including the following:

- Setting big-picture, strategic direction and solving problems.
- Prioritizing efforts and initiatives.
- Recommending budgetary priorities for E-Enterprise funding.
- Monitoring and supporting the progress of the E-Enterprise portfolio of projects.
- Identifying new and existing EPA, state, and tribal resources and investments needed to support E-Enterprise projects.
- Overseeing activities of the Management Board and Interoperability Team.
- Developing communications strategies for sharing the E-Enterprise story.

Day-to-Day Management and Operations

E-Enterprise projects and functions are overseen by the Management Board (MB) and the Interoperability and Operations Team (IOT). Both of these entities consist of EPA, state, and tribal representatives who meet frequently

to monitor and support E-Enterprise projects and ensure that technical systems operate effectively. There are specified processes for designating MB and IOT members.

The MB manages the integrated E-Enterprise and Exchange Network portfolio, and develops processes and standards for management, oversight, communications, and decision-making with input from affected parties. The MB consists of professional staff from EPA, states, and tribes.

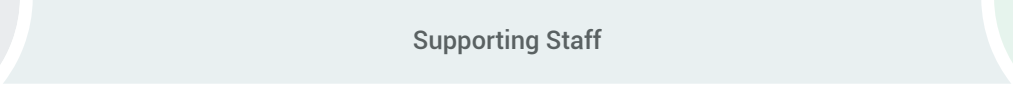
The IOT jointly oversees the operation and supports the design of technical aspects of E-Enterprise and the Exchange Network, including shared services, standards, architecture, and infrastructure.

Project Teams and Workgroups

Individual E-Enterprise projects and products are typically developed by joint teams of EPA staff and designated state and tribal agency staff members, all of whom bring specific experience or expertise to the topic. There are specified processes for designating project team and workgroup members. In addition, states and tribes are asked to designate their employees who participate on E-Enterprise project teams, workgroups, or governance bodies.

Decision-Making by Consensus

Consistent with the principles of collaborative leadership, the EELC, EEEEC, MB, IOT, and all E-Enterprise workgroups and project teams strive to make decisions through consensus building rather than majority vote. The E-Enterprise Charter spells out a voting procedure to be followed in the event that the EELC cannot achieve consensus, but to date, it has not been necessary to invoke that procedure.





SERVING AS AN EELC MEMBER AND BEYOND

Commitments Expected of EELC Members

All EELC members are expected to demonstrate an active interest, engagement, and participation in E-Enterprise activities, including the following:

- Participation at EELC-level discussions

Attend face-to-face EELC meetings: in addition to the strategic discussions referenced previously, EELC meetings typically include status updates on one or more E-Enterprise projects and an opportunity for members to share ideas for ensuring project success (requires travel to 2 meetings per year; most meetings are 1-2 days; reasonable travel costs for EELC members are reimbursed).

Participate in EELC conference calls, which typically include webinar interfaces (typically every six weeks, or four times per year; most calls are 2 hours and include active, facilitated discussions among all members of the EELC).

Participate in EELC meeting and call preparation, to include attending state-only, tribe-only, or EPA-only calls and identifying and framing issues of common concern to be brought to the EELC or other E-Enterprise forums. These ideas are vetted by the EELC during the development of meeting agendas. (Calls may occur frequently.)

- Agency staff involvement

EELC members may arrange for one or more members of their staff to provide logistical and programmatic support for their participation in the EELC. EELC members may designate a representative to participate on their behalf in a call or meeting via advance, written notice to the three EELC Co-Chairs.

If an EELC member misses three or more calls or more than one in-person meeting in any one-year period, regardless of whether a designee was provided, s/he should discuss continuing membership on the EELC with the three EELC Co-Chairs.

- Personal engagement in an E-Enterprise project, committee, or workgroup

EELC members are also expected to play an active leadership role in at least one E-Enterprise project, committee, or workgroup. This engagement in the day-to-day work of an E-Enterprise group enables all EELC members to gain a practical, hands-on understanding of the challenges and benefits of collaborative governance. Sometimes these roles are assigned to EELC members by the Co-Chairs, but most often they reflect each EELC member's areas of personal interest and expertise.

Three Basic Roles of E-Enterprise Partners: EELC, MB, IOT, Project Owners, Regional Coordinators, and Others

1. **Ambassadors:** EELC members and other E-Enterprise participants are ambassadors for E-Enterprise who share the vision of change through shared governance and its success stories on an internal, local, and national level. As ambassadors, EE partners may carry out the role through various means, such as: referencing E-Enterprise in legislative or congressional testimony or in agency policy or guidance; publishing articles on E-Enterprise accomplishments in newspapers or trade journals; or spreading awareness about E-Enterprise at national industry trade association, environmental organization, or other public meetings. Support and materials for these kinds of activities may be requested.
2. **Dot Connectors:** E-Enterprise participants are dot connectors who apply E-Enterprise principles to situations within and outside of our agencies and offices looking for opportunities to simplify, streamline, and modernize the business of environmental protection.
3. **Champions:** E-Enterprise participants are champions for E-Enterprise projects by supporting project work and finding connections to other activities and efforts that align or intersect with E-Enterprise, using both traditional and innovative means.

Other Resources

There is a rapidly growing literature about E-Enterprise for the Environment. The basic, seminal materials are accessible through the following links:

Enterprise for the Environment Websites

<http://e-enterprisefortheenvironment.net/>
<https://www.epa.gov/e-enterprise>

Governance Charter for E-Enterprise for the Environment

(Revised version effective September 26, 2016, replacing original E-Enterprise Charter dated September 5, 2013)
<http://e-enterprisefortheenvironment.net/wp-content/uploads/2016/10/Signed-EELC-Governance-Charter-FINAL-2016.pdf>

E-Enterprise for the Environment Conceptual Blueprint: Principles and Components

http://e-enterprisefortheenvironment.net/wp-content/uploads/2016/10/EEnterprise_Conceptual_Blueprint_013114.pdf

“Cooperative Federalism”

Thomas S. Burack and A. Stanley Meiburg, *The Environmental Forum*, May/ June 2016, pp.22-27
<http://www.des.nh.gov/organization/commissioner/documents/2016mayjune-collaborative-federalism.pdf>

Cooperative Federalism 2.0

<https://www.ecos.org/cooperative-federalism/>

Useful Documents on Program Partnership Grant Flexibility

Memo - <https://www.epa.gov/sites/production/files/2016-10/documents/e-enterprise-tradeoffs-guidance-memo.pdf>

Guidance - <https://www.epa.gov/sites/production/files/2016-10/documents/e-enterprise-tradeoffs-guidance.pdf>

The Field Guide to Flexibility and Results
https://usepa.sharepoint.com/sites/OCFO_Work/E_Enterprise/EEEnterprise%20Regional%20Coordinators/Flexibility-%20Trade-offs,%20grants,%20PAPs/Memo-and-Field-Guide.pdf_Oct-28-2016.pdf?csf=1&e=GKRCOD&cid=53eb35ace208-4e12-98aa-492c996b4f6d