

AIR, WASTE, REMEDIATION & REDEVELOPMENT DIVISION PERFORMANCE MEASURES REPORT FOR FY2013 Wisconsin Department of Natural Resources

Air & Waste Division Goals

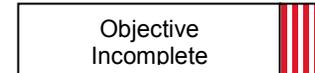
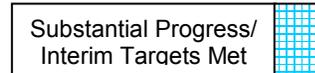
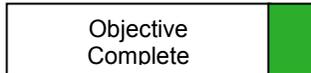
- Protect Human Health and the Environment
- Provide Excellent Customer Service (Smart Regulation)
- Promote Economic Vitality
- Support Conservation of Resources and Utilization of Clean and Renewable Energy

Smart Regulation and **Sustainability** are overarching principles in achieving these goals. Smart Regulation means that the division is responsive, efficient, timely, effective and consistent in accomplishing any of the objectives. Working sustainably means doing so in a manner that results in enough – for all – forever in the outcomes of what we achieve.

Protect Human Health and the Environment

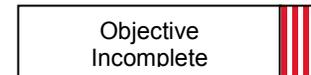
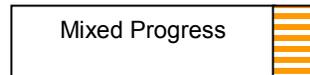
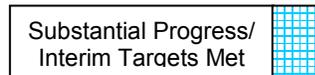
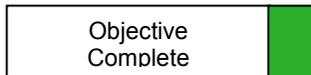
Reduce health risk due to air pollution		
Environmental Outcomes	Objectives	Actual Performance
<p>Reduce the number of deaths, hospitalizations, asthma attacks, and lost school and work days in the state associated with exposure to ground-level ozone (O₃), fine particulate matter (PM_{2.5}) and other National Ambient Air Quality Standards (NAAQS) through the following:</p> <p>a. Meet all targeted applicable National Ambient Air Quality Standards (NAAQS)</p>	<p>Quantify the amount of emission reductions of criteria pollutants beginning with promulgation of a new or revised NAAQS and ending with the applicable CAA attainment date.</p>	<p>The Air Management program will quantify the amount of emission reductions when the attainment date for 2008 ozone National Ambient Air Quality Standard (NAAQS) is reached, on December 31, 2015.</p>

Note: Measures not identified as Department- or Division-level are Program-level measures/metrics.



<p>in accordance with Clean Air Act (CAA) deadlines; beginning with promulgation of a new or revised NAAQS and ending with the applicable CAA attainment date.</p> <p>b. Utilization and demonstration with a U.S. Environmental Protection Agency (EPA) model for the quantification of reductions.</p> <p>c. Assure 85% compliance on a 5-year rolling average basis at CMS-affected sources.</p>	<p>Quantify health risk reductions within time periods associated with the NAAQS using the U.S. EPA BenMAP model.</p>	<p>The Air Management program will quantify the health risk reductions when the attainment date for 2008 ozone National Ambient Air Quality Standard (NAAQS) is reached, on December 31, 2015.</p>	
	<p>Report the NAAQS design value trends beginning with promulgation of the new or revised standard to demonstrate progress towards meeting the applicable Clean Air Act attainment dates.</p>	<p>The Air Management program displays design value trends at the following website: http://dnr.wi.gov/topic/airquality/trends.asp</p>	
	<p>Produce emission trends for the following pollutants and identified areas of Wisconsin, beginning with calendar year 2002:</p> <ul style="list-style-type: none"> • SO₂ – statewide, annually; • VOC, during ozone season (approximation) – Eastern WI & statewide, annually; • NO_x, during ozone season (approximation) – Eastern WI & statewide, annually. 	<p>Trends information will be provided during quarter 3 annually since stationary source emission data is certified by the sources during this timeframe (e.g., 2012 emission data is certified during the summer of 2013 and is available in early fall).</p>	
	<p>Perform all EPA-required CMS compliance evaluations within the CMS-required frequencies on an annual basis; assure sources in violation return to compliance.</p> <ul style="list-style-type: none"> • Report monthly CMS progress to the Administrator. • Report monthly enforcement case progress to the Administrator. • Report, on an annual basis, 5-year rolling average compliance rate to the Administrator. 	<p>Ongoing; the reports noted in the objectives are produced monthly and provided to Division Administrator. Facility inspection compliance rate in FY13 was 85%.</p>	

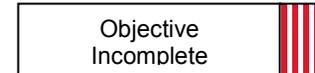
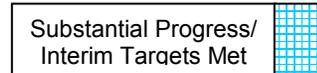
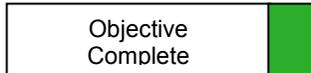
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Remediation & redevelopment actions are protective of public health, the environment and local development needs		
Environmental Outcomes	Objectives	Actual Performance
Numbers of federal removal actions and institutional control audits. (Annual)	<ul style="list-style-type: none"> Initiate 2 federal removal actions annually. Conduct 50 audits to assure sites closed out with institutional controls have met and continue to meet those restrictions. 	<ul style="list-style-type: none"> EPA was involved in emergency response or time-critical removals at 6 sites in Wisconsin in FY13. Conducted 38 institutional control audits in FY13.
<p>Division-Level Measure: Audit remediation sites for compliance</p>	Bring at least 75% of the sites found to be out of compliance during closure audits back into compliance.	Of 435 total sites audited since 2004, 61 were found to be out of compliance. Of the 61 sites requiring follow-up, 66% (40 sites) have returned to compliance. In total, 95% of sites were in compliance at the end of FY13.
<p>Benchmark: Currently 49% of sites (22 of 45 sites) found to be out of compliance through audits have been brought back into compliance.</p>		

Waste disposal facilities are in compliance with owner financial responsibility requirements		
Environmental Outcomes	Objectives	Actual Performance
<p>Division-Level Measure: Assure all waste facilities are in compliance with financial assurance requirements, making adequate progress toward compliance or in enforcement by 2016 so that the facilities are maintained, monitored, and managed, thereby protecting human health and the environment, in perpetuity.</p>	100% compliance rate by 2013: <ol style="list-style-type: none"> Large Landfills (>5 million cubic yards) Hazardous Waste Treatment, Storage, and Disposal Facilities Metallic Mines 	<ol style="list-style-type: none"> Large landfills = 100% HW Treatment/Storage/Disposal Facilities = 100% (Closure/Long-Term Care/Liability) Metallic Mines = 100%
	100% compliance rate by 2016: <ol style="list-style-type: none"> Medium Landfills (0.5 to 5 million cubic yards) Small Landfills (<0.5 million cubic yards) and Construction and Demolition Landfills (as required) 	<ol style="list-style-type: none"> Medium landfills = 97% Small landfills = 95% Non-landfills solid waste facilities = 50% Construction & Demolition landfills = 78%

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c. Non-landfill solid waste facilities (Woodburning, Transfer, Compost, Processing, Storage).

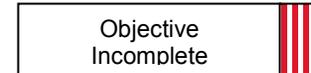
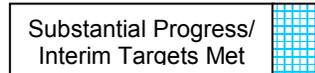
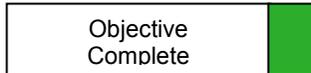
Benchmark:

Compliance rates for 2010 were as follows: 96% for large landfills; 100% for hazardous waste treatment, storage, and disposal facilities; 100% for metallic mines; 91% for medium landfills; 81% for small landfills.

Ensure Wisconsin citizens and businesses have the knowledge, opportunity, and mechanisms to safely and economically minimize, reuse, recycle, manage, and dispose of the solid and hazardous waste and materials/byproducts they generate

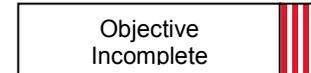
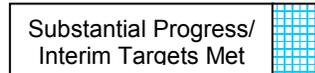
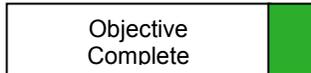
Environmental/Customer Service Outcomes	Objectives	Actual Performance
<ol style="list-style-type: none"> 1. Protect human health and the environment from adverse consequences of waste and mining. 2. Provide waste and materials education to Wisconsin citizens. 3. Increase citizen and business access to information and distribute information to target groups in a timely manner. 4. Increase ease of waste and materials facilities doing business with the WMM program. 	<p>Conduct required solid waste inspections at waste and materials facilities—75% of facilities inspected are in compliance with waste management laws at time of inspection.</p> <ol style="list-style-type: none"> a. Active landfills* (100 inspections, minimum). b. Closed landfills*. c. C&D landfills*. d. Non-landfill solid waste facilities*. <p>Conduct required hazardous waste and mining inspections at waste and materials facilities—85% of facilities inspected are in compliance with waste management laws at time of inspection.</p> <ol style="list-style-type: none"> a. Hazardous waste generators.(75 LQG inspections, minimum) b. Hazardous waste TSDs. (9 inspections, minimum) 	<p>81% of targeted inspections completed:</p> <ol style="list-style-type: none"> a. 114 active (non-C&D) landfill inspections b. 134 closed landfill inspections c. 52 C&D landfill inspections d. 179 non-landfill SW facility inspections <p>Compliance rates:</p> <ol style="list-style-type: none"> a. 96% of active landfill inspections b. 81% of closed landfill inspections c. 94% of C&D landfill inspections d. 85% of non-landfill SW facility inspections <p>Required hazardous waste and mining inspections at waste and materials facilities:</p> <ol style="list-style-type: none"> a. 95 Hazardous waste generator inspections b. 11 Hazardous waste TSDs c. 12 Metallic Mine inspections

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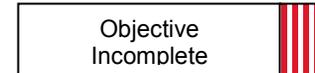
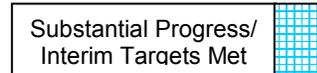
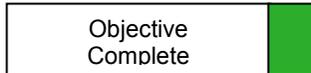
	<p>c. Metallic mines*.</p> <p>*No minimum requirement per state or fed regs.</p>	<p>HW Compliance rates:</p> <ul style="list-style-type: none"> a. 90% of LQGs were in substantial compliance at time of inspection, with only 10% of LQGs requiring a NOV. b. 68% of LQGs received a NON and were returned to compliance. Ave time to return a facility to compliance was 69 days. c. 73% of TSDs (8 TSDs) were in compliance at time of inspection. d. 18% of TSDs (2 TSDs) received a NON and 9% (1 TSD) received a NOV. 	
	<p>Provide educational outreach and opportunities on waste minimization, reuse, and recycling at five youth-related venues and five citizen- or local government-related venues annually.</p>	<ul style="list-style-type: none"> • Provided educational outreach at more than five youth-related and five citizen- or local government-related venues, including Summerfest , Farm Technology Days, Wisconsin State Fair, Wisconsin Counties Association, Northeast Wisconsin Cooperative Marketing Groups (NEWCMG) fall conference, 2012 Wisconsin Municipal Clerks Association annual conference, Midwest Renewable Energy Fair and more. • Hosted a webinar on Recycle More Wisconsin in July of 2012 and again in October 2012; displayed at the annual winter Wisconsin Integrated Resource Management Conference, • Through DNR's role in the Green & Healthy Schools Wisconsin program, held recycling and waste management trainings in five locations around the state for a total of 81 teachers, administrators, and facility managers. 	

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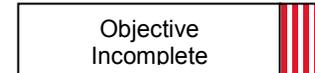
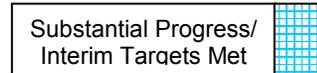
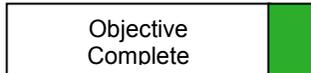
	<p>Provide technical assistance to at least five businesses to foster materials minimization, reuse, and recycling through targeted outreach.</p>	<p>Provided technical assistance to more than five businesses to foster materials minimization, reuse, and recycling through targeted outreach, including:</p> <ul style="list-style-type: none"> • Provided technical assistance to at least several dozen businesses in the E-Cycle Wisconsin program. • Began work with plastics manufacturers to increase supply of recycled feedstock. • In cooperation with the Council on Recycling, hosted a webinar on rigid plastics recycling. • Produced outreach materials including: away-from-home recycling publications; outreach materials promoting proper disposal of medical sharps to address worker comp concerns; revised and published "Managing Used Electronics: A Guide for Businesses, Institutions, Governments and Non-Profits." • Produced Recycling News articles promoting grocery store composting and carpet recycling.
	<p>Increase opportunities for the public and regulated entities to submit and access data electronically.</p> <ul style="list-style-type: none"> • Annual Reports • License Applications • Manifest Data • Solid Waste Submittals 	<p>Annual Reports</p> <ul style="list-style-type: none"> • Developing a beneficial use database, which will include an application for an on-line submittal of the Beneficial Use Annual Report. Substantial progress has been made. Will be deployed in December 2013 to align with Division's Master Data Layer Project. • Developing an on-line submittal process for the Medical Waste Annual Report. Scheduled deployment in early FY14. Project was delayed due to complications with Master Data Layer Project

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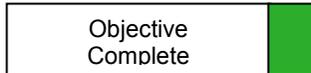
		<p>License Applications</p> <ul style="list-style-type: none"> • All existing license applications have been converted into fillable forms. • Developed a web page for waste facility and transporter licenses. Includes fillable versions of the license application forms. Went live in February 2013. • Revised compost facility annual license renewal form to include required annual report information, so compost facilities do not have to submit a separate document for their annual report information. <p>Manifest Data</p> <ul style="list-style-type: none"> • All licensed hazardous waste treatment and storage facilities now submit manifest data electronically. <p>Solid Waste Submittals</p> <ul style="list-style-type: none"> • Completed enhancements to GEMS on the Web (database of all environmental monitoring data for the Waste Program) in January 2013 to enhance the query function. The enhancements went live in April 2013. • Developed, simplified and streamlined: Transfer Facility Plan of Operation Application Form; Wood burning Facility Plan of Operation Application Form; Low Hazard Waste Exemption Application for reuse of street sweepings; Solid Waste Facility Initial License Application Form; • New streamlined electronic application forms for proposed waste transfer and wood burning facilities went online in August 2012. • Final draft of streamlined electronic storage
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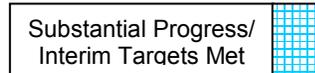


		<p>facility application form completed in January 2013.</p> <ul style="list-style-type: none"> All feasibility report documentation now available to the public electronically. <p>Other submittals</p> <ul style="list-style-type: none"> Implemented e-payments for electronics manufacturers in the E-Cycle Wisconsin program. 	
	<p>Consider and potentially implement at least two new NR 500.08 waste exemptions annually.</p>	<ul style="list-style-type: none"> Implemented new low hazard exemption opportunity for street sweepings. Clarified that broken used asphalt (as distinct from fresh asphalt) is an exempt waste. Implemented interpretation that pyrolysis is processing, not incineration. 	
<p>Division-Level Measure: Streamline solid waste applications and approvals.</p>	<p>Improve the application process for solid waste management activities for each year of the biennium.</p> <ul style="list-style-type: none"> Create on-line or streamlined submittal processes for NR 502 non-landfill solid waste facilities ; and Create an on-line or streamlined submittal process for low hazard grants of exemption requests. 	<p>Developed, modified, simplified and streamlined: Solid Waste Facility Initial License Application Form for compost facilities; Transfer Facility Plan of Operation Application Form; Wood burning Facility Plan of Operation Application Form; Low Hazard Waste Exemption for reuse of street sweepings.</p>	
<p>Benchmark: The online/streamlined submittals goal is new, and therefore a benchmark has not been established.</p>			

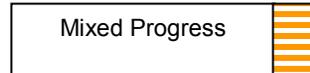
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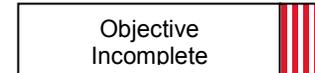
Objective Complete



Substantial Progress/
Interim Targets Met



Mixed Progress



Objective Incomplete

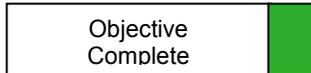
Provide Excellent Customer Service (Smart Regulation)

The Air & Waste Division is:

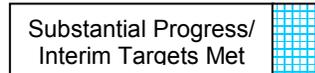
- **Responsive** - We understand the needs of our internal and external partners and stakeholders. We listen and we respond to changing needs and circumstances.
- **Efficient** - We embrace innovation and avoid waste. We establish priorities to get the job done in the most efficient manner possible.
- **Timely** - Our programs meet or exceed expectations for timeliness. We establish realistic expectations and we are accountable for those expectations.
- **Effective** - Our mission is to protect and restore Wisconsin's environment. We take that responsibility seriously and emphasize environmental results.
- **Consistent** - Our regulations are administered fairly and consistently. When inconsistency is identified, we correct it.

The Division issues air construction permits in a timely fashion			
Customer Service Outcomes	Objectives	Actual Performance	
Improve the timeliness of issuing <u>major</u> and <u>minor</u> New Source Review permits by meeting the following measures, through process improvement (efficiency) efforts over the biennium (FY12-13).	Permit Action Measures:	FY10 benchmark: average days to issue construction permits from date of complete application – 64 days (excluding outliers); 87 days (all permits).	
	<ul style="list-style-type: none"> • Reduce average time of construction permit issuance by 10% from the FY10 benchmark. 	FY13: 58 days – outliers removed (7); 83 days – all permits;	
	<ul style="list-style-type: none"> • 50% of preliminary determinations (public notices) of draft permits completed within 60 days of receipt of initial application. 	FY13: <u>48%</u>	
	<ul style="list-style-type: none"> • 50% of final permits (issued) completed within 120 days of receipt of initial application. 	FY13: <u>54%</u>	

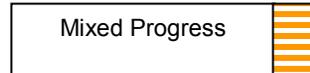
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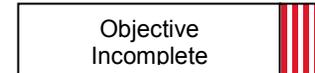
Objective Complete



Substantial Progress/
Interim Targets Met



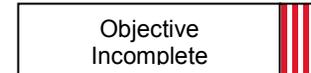
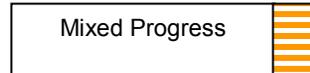
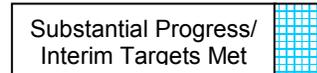
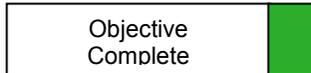
Mixed Progress



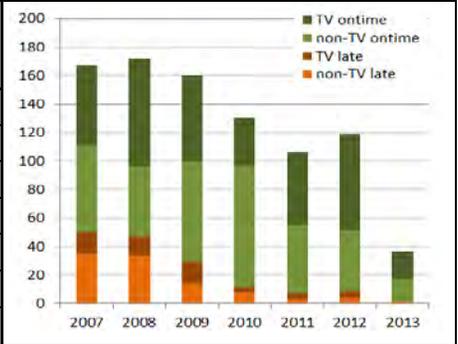
Objective Incomplete

	<ul style="list-style-type: none"> Issue 95% of individual construction permits within 100 days of receiving a complete application. 	FY13: <u>84%</u> 
<p>Benchmark: In FY10, the average Air Construction Permit issuance time was 64 days. In FY11, 78% of individual construction permits were issued within 100 days of receiving a complete application.</p>		
	<p>Produce trends of permit issuance time (timeliness outcomes).</p> <p>Continuously look for potential improvements in the permit process by:</p> <ul style="list-style-type: none"> Discussion of permit review issues during monthly Permit Team conference calls; identify potential improvement needs, including development of guidance, and relay to Program Management for assessment. Initiate Lean 6-sigma projects, upon direction and approval by AMT and/or AWMT, and implement outcomes. <p>Initiate other sub-team (Permit Team and/or AMT) projects upon direction and approval by AMT and/or AWMT.</p>	<p>Trend report graph generated for the fiscal year.</p> <ul style="list-style-type: none"> Performance metrics – monthly “Unassigned permits” report – automatic report from WARP to construction permit writers – daily (when applications received and but have not been assigned within 20 days of receipt) “Construction permits over 300 days” report – automatic report from WARP to region supervisors, P&SSM section chief, Deputy Director – quarterly “Facilities and permits requested” report – automatic report from WARP to region supervisors, P&SSM section chief, Deputy Director – quarterly <p>No Lean 6 Sigma projects undertaken this fiscal year.</p> 

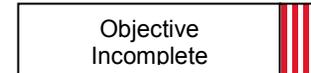
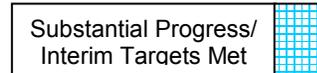
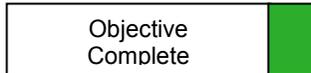
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The Division issues high priority air operation permits renewals in a timely fashion

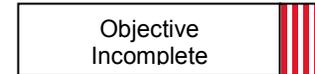
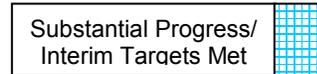
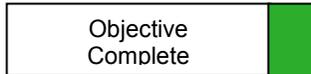
Customer Service Outcomes	Objectives	Actual Performance																
<p>Assure timely permit renewal applications are submitted by Title 5 and Non-title 5 permittees; achieve 0% late applications (calendar year).</p>	<p>Produce trends of permit application submittal timeliness, noting the percentage of those received late; based on calendar year.</p> <p>Continuously look for potential improvements in the application notification process by:</p> <ul style="list-style-type: none"> • Monthly Permit Team conference calls to discuss the following and identify potential improvement needs and relay to Program Management for assessment: <ul style="list-style-type: none"> ○ Application deficiencies/improvements; ○ Notification deficiencies/improvements; ○ Investigation of reasons for late submittal of renewal applications. <p>Initiate Lean 6-sigma projects, upon direction and approval by AMT and/or AWMT, and implement outcomes.</p> <p>Initiate other sub-team (Permit Team and/or AMT) projects upon direction and approval by AMT and/or AWMT.</p>	<table border="1" data-bbox="1297 440 1497 784"> <thead> <tr> <th>Cal year</th> <th>% Late</th> </tr> </thead> <tbody> <tr><td>2007</td><td>30%</td></tr> <tr><td>2008</td><td>27%</td></tr> <tr><td>2009</td><td>18%</td></tr> <tr><td>2010</td><td>8%</td></tr> <tr><td>2011</td><td>7%</td></tr> <tr><td>2012</td><td>8%</td></tr> <tr><td>2013</td><td>5%</td></tr> </tbody> </table>  <p>Notification to applicants of upcoming renewal deadline is 100% automated via WARP.</p> <p>Because there are so few, the possible reasons behind late submittals are now inquired upon in each instance. Where the reason involved anything department-related (e.g., missing email address), actions were taken to ensure issue does not reoccur at that facility or others.</p> <p>No Lean 6-sigma project, or other sub-team projects, have been initiated at this time.</p> <p><i>An outcome of '0% late' is likely unachievable due to the human nature of applicants.</i></p>	Cal year	% Late	2007	30%	2008	27%	2009	18%	2010	8%	2011	7%	2012	8%	2013	5%
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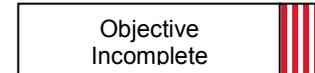
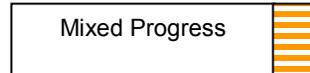
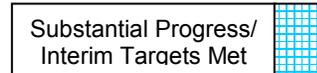
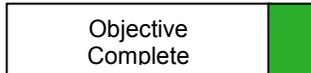
<p>Improve the timeliness of issuing Title V operating permit renewals by meeting the following measures, through process improvement (efficiency) efforts over each calendar year:</p>	<p>Permit Action Measures:</p> <ul style="list-style-type: none"> For 2011 – Reissue 50 Title V Operation Permit renewals (50 is above our commitment to EPA of 30). For 2012 – Reissue 75 Title V Operation Permit renewals (75 is above our commitment to EPA of 55). For 2013 – Reissue 100 Title V Operation permit renewals (level of commitment to EPA not yet established). 	<p>2011 – 60 TV Operation Permit Renewals Issued 2012 – 61 TV Operation Permit Renewals Issued 2013 (ongoing) – 33 TV Operation Permit Renewals Issued</p> <p>Note: because of the difficulty of tracking it, the numbers above do not include over a dozen major sources whose TV OP Renewals were addressed through the issuance of a minor source permit.</p>																																												
<p>Benchmark: In FY11, 60 Title 5 permit renewals were issued.</p>																																														
	<p>Produce trends of permit issuance numbers (timeliness outcomes); based on calendar year.</p>	<table border="1"> <thead> <tr> <th rowspan="2">Cal Year</th> <th colspan="4">Title V OPs</th> </tr> <tr> <th>Orig</th> <th>Ren</th> <th>Rev</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td>2007</td> <td>11</td> <td>61</td> <td>47</td> <td>119</td> </tr> <tr> <td>2008</td> <td>5</td> <td>73</td> <td>40</td> <td>118</td> </tr> <tr> <td>2009</td> <td>10</td> <td>61</td> <td>41</td> <td>112</td> </tr> <tr> <td>2010</td> <td>12</td> <td>53</td> <td>32</td> <td>97</td> </tr> <tr> <td>2011</td> <td>3</td> <td>58</td> <td>41</td> <td>102</td> </tr> <tr> <td>2012</td> <td>3</td> <td>61</td> <td>35</td> <td>99</td> </tr> <tr> <td>2013 (ongoing)</td> <td>2</td> <td>33</td> <td>24</td> <td>59</td> </tr> </tbody> </table>	Cal Year	Title V OPs				Orig	Ren	Rev	Total	2007	11	61	47	119	2008	5	73	40	118	2009	10	61	41	112	2010	12	53	32	97	2011	3	58	41	102	2012	3	61	35	99	2013 (ongoing)	2	33	24	59
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	<p>Continuously look for potential improvements in the permit process by:</p> <ul style="list-style-type: none"> Discussion of permit review issues during monthly Permit Team conference calls; identify potential improvement needs, including development of guidance, and relay 	<p>Permit Team conference calls – Permit review issues were discussed during monthly calls. As a result, the following improvements were implemented:</p> <ul style="list-style-type: none"> Distributed instructions on how we expect permit writers to address GHG in permit reviews. Initiated revisions to permit application forms to 																																												

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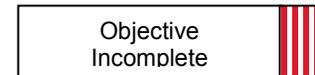
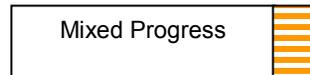
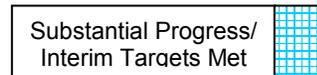
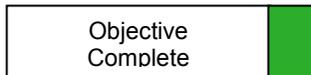
	<p>to Program Management for assessment.</p> <ul style="list-style-type: none"> • Initiate Lean 6-sigma projects, upon direction and approval by AMT and/or AWMT, and implement outcomes. • Initiate other sub-team (Permit Team and/or AMT) projects upon direction and approval by AMT and/or AWMT. 	<p>include newer pollutants.</p> <ul style="list-style-type: none"> • Developed streamlined procedures for processing requests associated with MACT/NESHAP extension requests; will allow us to remain responsive to those requests with minimal distraction from Title V renewal processing. • Initiated development of guidance to address the issues of practical enforceability to help improve the quality of our construction and operation permits. • Analyzed and implemented improved user interface for identification of viable Title V permit work. <p>Lean 6-sigma projects – Implemented the proposal to publish permit public notices on the web and state newspaper. This has <i>significantly</i> improved the efficiency with which we satisfy that permit notification requirement.</p> <p>Sub-teams:</p> <ul style="list-style-type: none"> • A sub-team was developed and implemented to work with a Landfill Stakeholder group to identify a standardized BACT for use in permits across the state. This will streamline the permit review process for a large portion of that industrial sector. • The formation of a sub-team to act as a focused permit advisory group, to help permit writers resolve the issues associated with some of the programs oldest and most time-consuming Title V permits, has been approved by management.
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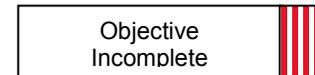
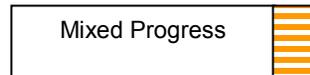
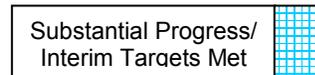
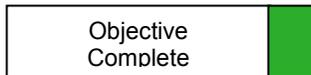
Facilities receiving an air permit (Construction or Operation) rate the experience as good or excellent		
Customer Service Outcomes	Objectives	Actual Performance
Use customer service surveys to continuously improve the Air Permit Program.	<ul style="list-style-type: none"> The Air Management Bureau will implement, as a pilot, an automated, web-based survey to assess the effectiveness of, and customer satisfaction with, the Registration Permit program by January 1, 2013. Beginning January 1, 2013, all sources issued a registration operation permit (ROP) will be asked to complete a survey. All sources that received a ROP during calendar year 2012 will also receive the survey. By July 1, 2013, survey data for the period January 1, 2012 – June 30, 2013 will be summarized and assessed on program effectiveness and customer satisfaction, as well as the appropriateness of the survey questions asked. The ROP survey will be modified, if needed, by July 15, 2013 based on the survey evaluation or earlier based on Department direction for customer satisfaction surveys. The ROP survey will continue through June 30, 2014, at a minimum. An automated construction permit customer satisfaction survey will be implemented by July 31, 2013. Lessons learned from the ROP survey will be applied. 	<p>A customer satisfaction survey of the Registration Permit application process was developed, and pilot tested in 2012.</p> <ul style="list-style-type: none"> The survey is specifically asking about the application process, not about the Registration Permit itself. The survey request was sent by email to the 2012 ROP recipients on April 12. There were approximately 95 emails sent. The survey requests for the 2013 ROPs are sent shortly after ROP coverage with the first ones sent out in late April. 17 have been sent to date Return Rate for the survey is approximately 20% after two weeks. <p>Currently, the Registration Permit Application is being changed. Once it is finalized, the customer survey be sent to all ROP recipients going forward.</p> <p>An automated construction permit customer satisfaction survey has not been fully implemented. Work has begun on defining elements of a survey.</p>

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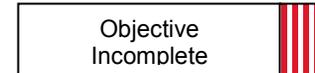
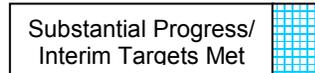
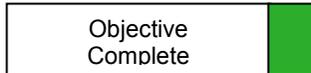
Air Management efficiency efforts			
Customer Service Outcomes	Objectives	Actual Performance	
<p>Development of new or revised existing permit and exemption options* for potential air emission sources, over the biennium (FY12-13), with a focus on the following areas:</p> <ul style="list-style-type: none"> Emission based threshold exemptions. Registration permits. General permits. <p>*Clearly indicate those options that would require SIP approval.</p>	<p>Evaluate options and develop scoping statements for each of the following options which evaluation demonstrates sufficient resources exist to pursue, by December 31, 2012:</p> <ul style="list-style-type: none"> Increase minor source permit exemption level above current 10 TPY, only once current 10 TPY exemption is SIP approved (deadline may be extended if SIP approval does not occur within timeframe). Increase the applicability for RCPs and ROPs above current 25 TPY thresholds. Creation or modification of 4 RCPs, ROPs, GCPs, or GOPs, based on largest impact of eligible sources; may include increasing the number of activities/facilities eligible to receive general permits. <p>Identify taskforce assigned to each project and develop the new or revised item within 6 months of complete scoping statement.</p> <p>Complete necessary rule revisions and SIP revision submittal to USEPA within the timeframe established by taskforce (SIP revision submittal to occur within 60 days of publication of final rule).</p>	<p>Finalized a scope statement for AM-24-12 on November 14, 2012</p>	
<p>Benchmark: As of FY11, 2 RCPs, 2 ROPs, 16 GCPs and 17 GOPs are issued to the following sectors: printing, asphalt production, and aggregate production (crushing).</p>			
<p>Streamline how applicants meet approvability criteria for synthetic and natural minor permits, with a focus on the requirements to perform modeling.</p>	<p>Continuously evaluate and develop additional program guidance.</p>	<p>Finalized a scope statement for AM-24-12 on November 14, 2012. Rule will allow progress on this issue.</p>	

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<p>Enable some specifically defined construction to begin at SM facilities prior to receiving an NSR permit. As part of the evaluation process, consideration will be given to a wide range of options and ideas including to those facilities that have submitted – and the AM program has reviewed – a permit application and required documentation and deemed the application complete and expanding the exemptions.</p>	<p>Evaluate options and develop scoping statement for which evaluation demonstrates sufficient resources exist to pursue, by December 31, 2012.</p> <ul style="list-style-type: none"> Identify taskforce and develop recommendations within 6 months of complete scoping statement. Complete necessary rule revisions and SIP revision submittal to USEPA within the timeframe established by taskforce (SIP revision submittal to occur within 60 days of publication of final rule). 	<p>Finalized a scope statement for AM-24-12 on November 14, 2012. Rule will allow progress on this issue.</p>	
<p>Evaluating alternatives to the current implementation and enforcement of the DNR's refrigerant regulations (Ch. NR 488, Wis. Admin. Code). In particular, the program will evaluate a self-implementing program, whereby business registration is maintained and the onus for ensuring ongoing compliance is placed with the registered entities through an annual certification.</p>	<ul style="list-style-type: none"> Evaluate options and develop scoping statement for which evaluation demonstrates sufficient resources exist to pursue, by December 31, 2012. Identify taskforce and develop recommendations within 6 months of complete scoping statement. Complete necessary rule revisions and SIP revision submittal to USEPA within the timeframe established by taskforce (SIP revision submittal to occur within 60 days of publication of final rule). 	<p>Evaluation resulted in a decision that the CFC program will be maintained as it is (current registration process requires a prospective certification that NR 448 rules will be followed), combined with an annual EE compliance/enforcement initiative by the environmental wardens.</p>	
<p>Evaluate the elimination and/or streamlining of the Stage II Vapor Recovery requirements for gasoline dispensing equipment.</p>	<p>Develop and submit a state implementation plan (SIP) revision to the U.S. EPA in accordance with Wisconsin Act 196 (2011) and the U.S EPA's widespread use finding, effective May 16, 2012.</p>	<p>A state implementation plan was submitted to the U.S. EPA on November 12, 2012. The U.S. EPA proposed approval of this plan on June 11, 2013.</p>	
<p>Provide greater certainty to permittees and reduce challenges and litigation related to permit applications and approvals.</p>	<p>Develop internal guidance to address consistency issues in the permitting program. Document the dates guidance is developed and type of issue resolved.</p>	<p>Draft guidance on a number of topics under development.</p>	

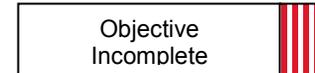
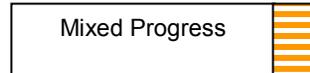
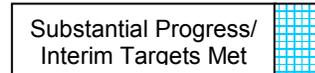
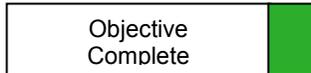
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Efficiently regulate solid and hazardous waste and materials facilities through the plan review approval process		
Environmental/Customer Service Outcomes	Objectives	Actual Performance
1. Minimize solid waste and materials facilities impact on human health and the environment. 2. Provide timely plan review decisions. Department-Level Measure: Complete solid waste plan reviews and approvals within the timeframes specified in code and statute 90% of the time in 2012, 95% of the time in 2013, and 100% of the time in 2014. <i>[Note: Current staffing levels are 50% of what they were 15 years ago, while workload has increased. Meeting 100% may be challenging if vacancies cannot be filled.]</i>	<ul style="list-style-type: none"> Complete solid waste plan review and approvals within the timeframes specified in code and statute 90% of the time. Complete hazardous waste plan review and approvals within the timeframes specified in code and statute 90% of the time. 	<ul style="list-style-type: none"> Solid Waste Plan Review: 90.3% on time rate Hazardous waste plan review and approvals have been accomplished within timeframes specified by code 100% of the time in 2013 in cases where we have been provided the necessary information.
Benchmark: In FY2010, 84% of solid waste plan review decisions were issued on time.		

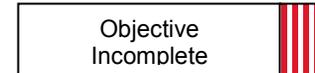
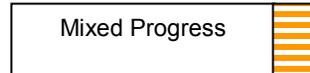
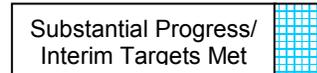
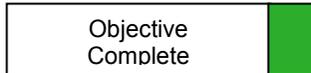
The Division is responsive to cleanup of environmental contamination and to those who need to use contaminated properties		
Customer Service Outcomes	Objectives	Actual Performance
Increase efficiency, effectiveness, consistency, and accountability in emergency responses.	<ul style="list-style-type: none"> The After-hours On-Call Spill Coordinator will call back to the Duty Officer or Warden within 15 minutes of notification of a spill. Within 48 hours of completing a weekly On Call 	<ul style="list-style-type: none"> The After-hours On-Call Spill Coordinators returned all but one call within 15 minutes of notification of a spill. In the one instance when the OCSC was unable to be reached, the

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	<p>Spill Coordinator rotation the On-Call Spill Coordinator will prepare a brief summary of calls received during the week and submit it to the Spills Team Leader and the Law Enforcement Emergency Management Officer.</p> <ul style="list-style-type: none"> Review Spill Clean-up Documentation submittals within 60 days of receipt, close spill in SERTS or Transfer case to ERP for long-term clean-up. 	<p>Regional Spill Coordinator was available as backup.</p> <ul style="list-style-type: none"> OCSCs achieved 100% compliance with this reporting requirement. 84% of spills clean-up documents were reviewed within 60 days. 	
<p>Conduct a customer satisfaction survey to measure overall customer satisfaction and to identify areas for improvement.</p>	<p>In the spring of 2012, as a part of its Lean Six Sigma project, the Bureau for Remediation & Redevelopment surveyed customers about ways to improve the efficiency of the closure process. Some of the recommendations that came out of those surveys are now being implemented. By the end of the fiscal year, RR will conduct a follow-up customer satisfaction survey to measure satisfaction with those changes.</p>	<p>The Phase 1 Lean Six Sigma team is scheduled to meet in September of 2013 to discuss the follow-up customer satisfaction survey. The new closure form was released to the public on January 1, 2013. The Phase 1 group wanted to wait 6 months post-implementation to conduct the follow-up surveys to allow customers an opportunity to familiarize themselves with the new form and provide feedback.</p>	
<p><u>Division-Level Measure:</u> Address old remediation sites.</p>	<p>Improve action on old remediation sites during the FY12-13 biennium, through the following:</p> <ul style="list-style-type: none"> At a minimum annually, complete workload balancing analysis to assure consistency in the RR Program and perform a workload balancing analysis before filling any vacancy. Project managers will review and take action at every site at least once a year to assure sites are moving toward closure. 	<ul style="list-style-type: none"> Four full workload balancing analyses were conducted in FY13 and the RR Program has made significant strides working towards a balanced workload for Project Managers across the state. As of June 2013, 977 sites required additional follow-up, a 45% decrease from the benchmark established in June 2011. 	
<p><u>Benchmark</u> As of June 2011, the Bureau of Remediation & Redevelopment identified 1,764 sites that require additional follow-up.</p>			

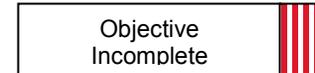
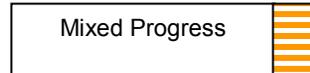
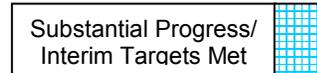
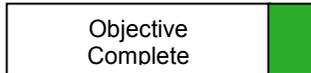
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The Division responds to 100% of fee-based cleanup submittals within 60 days			
Customer Service Outcomes	Objectives	Actual Performance	
Division-Level Measure: The Division responds to 100% of fee-based cleanup submittals within 60 days.	100% of submittals are received with appropriate fee.	98% of submittals were received with the appropriate fee.	
	100% of acknowledgement letters are sent within 10 business days.	93% of acknowledged fee submittals sent within 10 business days.	
Benchmark: In 2010, 87% of fee submittals were acknowledged within 10 days.			
	Achieve a 60-day review period for 100% of projects.	89% of fee-based submittals did not exceed the 60-day response window.	
Benchmark: As of June 2011, 74% of submittals were reviewed within 60 days, and 86% of submittals were reviewed within 90 days.			

Increase the use of remediation & redevelopment tools			
Customer Service Outcomes	Objectives	Actual Performance	
Provide public access to the location and other site-specific information regarding known contamination sites in the state.	1.5 million web hits to BRRTS property module and GIS Registry of Closed Sites per year.	As of June, 2013, The DNR's Bureau of Technology Service was unable to provide information on RR Sites Map web hits. BTS may automate the process, but it will be prioritized with other projects. However based on past success, the Bureau for Remediation & Redevelopment believes this objective was met.	

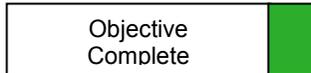
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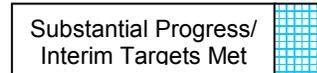
	4 press articles, 2 brochures, 4 ReNews editions, 25 e-newsletters, 5 other publications 10 web pages developed or updated per year.	Released 16 press articles, 0 brochures, 0 ReNews editions, 32 e-newsletters, 17 other publications, and 76 web pages were developed or updated.	
	30 green team meetings, 15 public speaking engagements, and 2 workshops per year.	Held 128 green team meetings, 37 public speaking engagements, and 7 workshops.	

Increase customer satisfaction in the Waste & Materials Management program		
Customer Service Outcomes	Objectives	Actual Performance
Ascertain customer satisfaction and gain feedback to improve Waste & Materials Management program operations and service to our varied and diverse customers.	<ul style="list-style-type: none"> Conduct routine surveys or use other feedback mechanisms to gauge customer satisfaction, both internally and externally. Use customer feedback and other information to improve program effectiveness. FY13 Target Group: Active municipal solid waste landfill owner/operators and consulting engineers. Future surveys (or other methods) will investigate additional populations/customers. 	Completed customer satisfaction survey of active municipal solid waste operators and consultants; shared results with survey participants and solid waste interested parties; addressed consistency issues identified by survey.

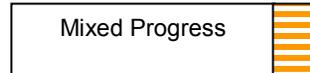
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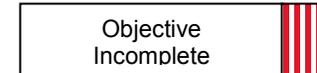
Objective Complete



Substantial Progress/
Interim Targets Met



Mixed Progress



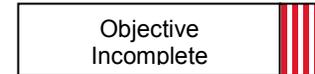
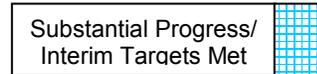
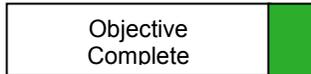
Objective Incomplete

Promote Economic Vitality

Increase the redevelopment of brownfields in Wisconsin's communities by completing brownfield transactions and making acres available for productive use			
Economic Vitality Outcomes	Objectives	Actual Performance	
Complete brownfield transactions to encourage the redevelopment of brownfields.	Issue 15 exemption and assurance letters per year.	Achieved 159 redevelopment assistance actions.	
Add at least 800 acres of property made available for productive use annually.	Make 800 acres of property per year available for productive reuse.	A total of 2,779 acres were made available for reuse in FY13.	

Secure cost recovery dollars to help complete brownfields redevelopment projects and offset taxpayer dollars spent on cleanups and promote financial stability in the Bureau for Remediation & Redevelopment			
Economic Vitality Outcomes	Objectives	Actual Performance	
Identify and submit notice of claims associated with environmental liabilities during bankruptcy proceedings to ensure that the responsible party pays as much as possible toward the cleanup of a site.	Review all non-personal bankruptcy filings within 60 days of receipt from legal to determine whether a claim should be filed. Submit 100% of notice of claims to DOJ on time.	46% of non-personal bankruptcy filings were made within 60 days of receipt. 100% of claims were sent to DOJ on time.	
Rely on cost recovery tools to ensure financial stability.	Evaluate Cost Recovery feasibility at 100% of State Funded Response sites annually.	A State Funded Response cost recovery assessment was conducted at 100% of state lead sites for the FY04 – FY12 timeframe. Future cost recovery assessments will be conducted annually for SFR costs from the prior fiscal year.	

Note: Measures not identified as Department- or Division-level are Program-level measures/metrics.

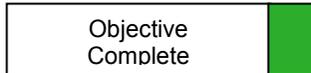


<p>Manage the Bureau for Remediation & Redevelopment in the black and anticipate problems that might arise.</p>	<p>Prepare monthly budget updates and quarterly work planning updates, and make adjustments when necessary.</p>	<p>Monthly budgets updates and quarterly work planning reports were prepared to assure the Bureau for Remediation & Redevelopment continued to operate in the “black.”</p>
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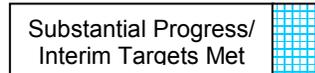
Support Conservation of Resources and Utilization of Clean and Renewable Energy

Sustainable monitoring network		
Sustainability Outcomes	Objectives	Actual Performance
<p>Fully implement broadband and remote operations for the air monitoring program for cost, time, and emission reductions.</p>	<ul style="list-style-type: none"> Statewide field operators monitoring criteria pollutants will utilize broadband/remote operations to reduce vehicle miles traveled related to continuous instrument operations. For the period beginning July 1, 2013 and through June 30, 2014 and again July 1, 2014 through June 30, 2015, vehicle miles will be tracked and compared to the average of FY '09, FY '10, and FY'11 vehicle miles (baseline miles). By June 30, 2014, all field staff will be trained and implementing broadband/remote operations. From July 1, 2013 to June 30, 2014, field staff monitoring criteria pollutants will reduce vehicle miles as compared to the baseline miles, by 10%. For July 1, 2014 to June 30, 2015, field staff monitoring criteria pollutants will reduce vehicle miles as compared to the baseline mile, by an 	<p>As of July 1, 2013 staff began tracking trips saved on a spreadsheet housed on a network drive. The table is being automated so staff can see how their savings translate to dollar savings and pollution savings.</p>

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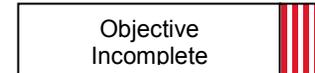
Objective Complete



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Interim Targets Met



Mixed Progress

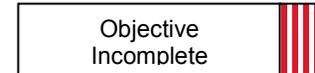
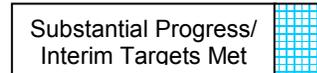
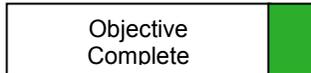


Objective Incomplete

	<p>additional 10% over July 1, 2013 to June 30, 2014 time period.</p> <ul style="list-style-type: none"> Vehicle miles saved will be used to calculate emission reductions and cost savings based on current fleet makeup. 	
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Sustainable materials management		
Sustainability Outcomes	Objectives	Actual Performance
<p>Promote conservation and sustainable use of materials and energy.</p>	<ul style="list-style-type: none"> Promote reuse and recycling of materials through policy work, guidance, technical assistance, and focused initiatives (e.g., anaerobic digestion, composting, landfill gas initiatives, recycling policy, solid waste plan guidance, alternative technologies and beneficial use assistance). Track tons of waste diverted from landfilling/disposal to reuse or recycling (e.g., banned materials, organics, industrial wastes, hazardous wastes). Develop a mechanism to gauge the impact of the landfill organic stability rule. Encourage recycling and reuse through outreach and education, and through external partnerships. 	<ul style="list-style-type: none"> Completed guidance and/or provided technical assistance on composting, waste-to-fuel, recycling and e-cycling policy, solid waste plan review and beneficial use. Initiated focused project on increasing recycling of plastics including films, rigid plastics and bottles. Compiling recycling and composting data to generate report on diversion tonnage. Contracted with UW-Madison to evaluate impact of landfill organic stability rule. Conducted continuing outreach and education campaign to support recycling and e-cycling; worked with UW-Extension, Council on Recycling, AROW, local governments, WEDC and numerous companies and nongovernmental organizations to promote sustainable use of materials and energy through recycling and waste reduction.

Note: Measures not identified as Department- or Division-level are Program-level measures/metrics.



Remediation & redevelopment actions are supportive of conservation of resources and utilization of clean and renewable energy

Sustainability Outcomes	Objectives	Actual Performance
Green and Sustainable Remediation (GSR) principles will be implemented in at least one new state lead remedial action, contingent on site eligibility (new remedial action ready for implementation) and available funding.	A Green and Sustainable Remediation (GSR) evaluation will be required for all new non-emergency Remedial Action Options Reports (RAORs) for State Funded Response actions.	No new RAORs were prepared in FY13.

Note: Measures not identified as Department- or Division-level are Program-level measures/metrics.