

AIR, WASTE, REMEDIATION & REDEVELOPMENT DIVISION PERFORMANCE MEASURES REPORT FOR FY2014 Wisconsin Department of Natural Resources

Air, Waste, Remediation & Redevelopment Division Goals

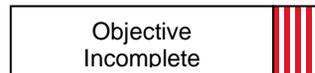
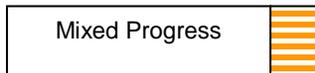
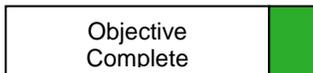
- Protect Human Health and the Environment
- Provide Excellent Customer Service (Smart Regulation)
- Promote Economic Vitality
- Support Conservation of Resources

The Air, Waste, Remediation & Redevelopment Division is:

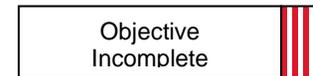
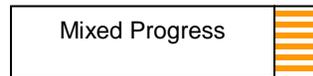
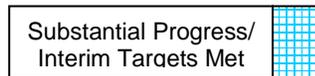
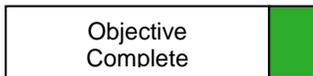
- **Responsive** - We understand the needs of our internal and external partners and stakeholders. We listen and we respond to changing needs and circumstances.
- **Efficient** - We embrace innovation and avoid waste. We establish priorities to get the job done in the most efficient manner possible.
- **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.

Protect Human Health and the Environment

Reduce health risk due to air pollution		
Environmental Outcomes	Objectives	Actual Performance
Reduce the number of deaths, hospitalizations, asthma attacks, and lost school and work days in the state associated with exposure to ground-level ozone (O ₃), fine particulate matter (PM _{2.5}), sulfur dioxide	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.	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>(SO₂) and other National Ambient Air Quality Standards (NAAQS) through the following:</p> <ul style="list-style-type: none"> Meet all targeted applicable National Ambient Air Quality Standards (NAAQS) 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. Utilization and demonstration with a U.S. Environmental Protection Agency (EPA) model for the quantification of reductions. Assure 85% compliance on a 5-year rolling average basis at CMS-affected sources. 	<p>Quantify health risk reductions for ozone and fine particulate matter within time periods associated with the NAAQS using the U.S. EPA BenMAP model.</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>	
	<p>Annually certify and submit to US EPA all criteria pollutant data by May 1.</p>	<p>Complete</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>In cooperation with local government and interested parties, establish a special purpose ozone monitoring station in Sheboygan County by January 1, 2014.</p>	<p>Complete</p>	
	<p>Produce emission trends in the 3rd quarter of each year 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>Note: Emissions reported annually for point source. Area and mobile sources every 3 years.</p>	<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>Updated emissions trends data can be accessed at: http://dnr.wi.gov/topic/AirEmissions/Historical.html</p>	
	<ul style="list-style-type: none"> Perform all EPA-required CMS compliance evaluations within the CMS-required frequencies on federal fiscal year basis; assure sources in violation return to compliance; report monthly CMS progress to the Administrator; report monthly enforcement case progress to the Administrator; and report the compliance rate for each of the most 	<ul style="list-style-type: none"> 100% of CMS inspection complete by end of FY14. Facility inspection compliance rate in FY14 was 82%. Ongoing; the reports noted in the objectives are produced monthly and provided to Division Administrator. 	



	recent 5 federal fiscal years to the Administrator at the end of each federal fiscal year.		
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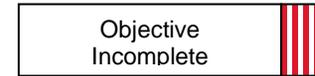
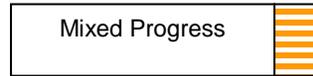
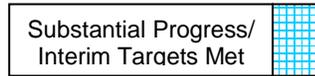
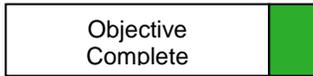
Remediation & redevelopment actions are protective of public health, the environment and local development needs

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"> 2 federal removal actions taken Conducted 60 audits NER = 12, NOR = 10, SCR = 10, SER = 11 WCR = 17 	
<u>Division-Level Measure:</u> Audit remediation sites for compliance	Bring at least 75% of the sites found to be out of compliance during closure audits back into compliance.	Since 2004, 499 sites have been audited. Of the 76 requiring follow up, 55 have returned to compliance.	

Benchmark:
Currently 72% of sites (55 of 76 sites) found to be out of compliance through audits have been brought back into compliance.

Waste disposal facilities are in compliance with owner financial responsibility requirements

Environmental Outcomes	Objectives	Actual Performance	
<u>Division-Level Measure:</u> 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.	Maintain 100% compliance rate: <ul style="list-style-type: none"> Large Landfills (>5 million cubic yards) Hazardous Waste Treatment, Storage, and Disposal Facilities – Closure/Long-Term Care/Liability Metallic Mines E-cycle Facilities 	<ul style="list-style-type: none"> Large Landfills = 100% in compliance. Hazardous Waste TSDs = 100% in compliance Metallic Mines 100% in compliance E-cycle Facilities 100% in compliance 	
	100% compliance rate by 2016: <ul style="list-style-type: none"> Medium Landfills (0.5 to 5 million cubic yards) 	<ul style="list-style-type: none"> Medium Landfills = 100% in compliance (74 facilities) 	



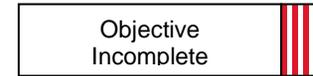
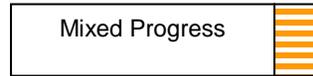
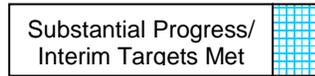
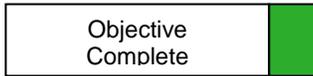
	<ul style="list-style-type: none"> • Small Landfills (<0.5 million cubic yards) • Construction and Demolition Landfills • Non-landfill solid waste facilities (Woodburning, Transfer, Compost, Processing, Storage) (as required). • Hazardous Waste Treatment, Storage and Disposal Facilities – Corrective Action 	<ul style="list-style-type: none"> • Small Landfills = 96% in compliance (30 facilities w/ 1 out of compliance) • Construction and Demolition Landfills = 89% in compliance (18 facilities with 2 out of compliance) • Non-landfill solid waste facilities = 92% in compliance (13 facilities with one out of compliance) • Hazardous waste TSDs = Corrective action 100% 	
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Benchmark:

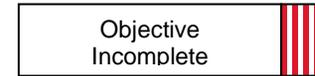
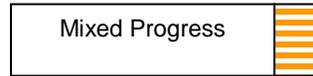
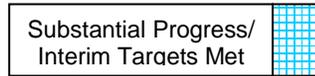
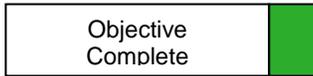
Compliance rates for 2010 were as follows: 96% for large landfills; 100% for hazardous waste treatment, storage, and disposal facilities; 100% for metallic mines; 91% for medium landfills; 81% for small landfills.

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	
Protect human health and the environment from adverse consequences of waste and mining.	Conduct required solid waste inspections at waste and materials facilities—75% of facilities inspected do not require secondary enforcement action. <ul style="list-style-type: none"> • Active landfills* (100 inspections, minimum). • Closed landfills* (120 inspections, minimum) • C&D landfills* (40 inspections, minimum) • Non-landfill solid waste facilities* (100 inspections, minimum) • E-cycle facilities (75 inspections, minimum) Conduct required hazardous waste and mining inspections/audits at waste and materials facilities—75% of facilities inspected do not require secondary enforcement action.	Solid Waste Exceeded all minimum inspection numbers: <ul style="list-style-type: none"> • Active landfills: 130 inspections • Closed landfills: 193 inspections • C&D landfills: 46 inspections • Non-landfill SW facilities: 196 inspections • E-Cycle facilities: 139 inspections Well over 75% of the SW facilities inspected did not require secondary enforcement action; only 14% required a NON or higher. Hazardous Waste <ul style="list-style-type: none"> • LQG – 95 inspections – 95% violations resolved 	

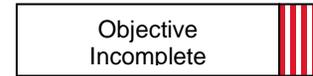
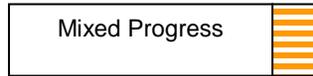
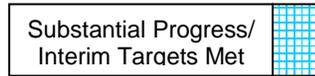
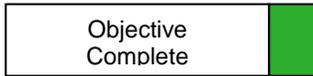


	<ul style="list-style-type: none"> • Hazardous waste generators.(75 LQG inspections, minimum) • Hazardous waste TSDs. (9 inspections, minimum) • Non-Metallic mines* (10 audits minimum) • Metallic mines* (as warranted) <p>*No minimum requirement per state or fed regulations.</p>	<p>w/o secondary enforcement</p> <ul style="list-style-type: none"> • TSD – 15 inspections – 100% violations resolved w/o secondary enforcement <p>Non-Metallic Mines – 14 Audits Metallic Mines – 20 inspections</p>	
<p>Provide technical assistance to citizens and businesses of Wisconsin related to proper management of waste and materials.</p>	<p>Provide technical assistance to at least five businesses or citizen or local government related venues annually to foster materials minimization, reuse, and recycling through targeted outreach.</p>	<ul style="list-style-type: none"> • provided materials and resources to enhance recycling programs via UW-Extension; • assisted businesses with film collection and recycling; • created and presented a webinar on pharmaceutical waste; and • spoke on waste reduction at a seminar in Madison, in March. Held bi-monthly stakeholder meetings focused on electronics recycling. 	
<p><u>Division-Level Measure:</u> Improve or streamline the administration/implementation of the Waste & Materials Management Program</p>	<ul style="list-style-type: none"> • Increase opportunities for the public and regulated entities to submit and access data electronically • Ensure regulations are applied consistently throughout the state 	<ul style="list-style-type: none"> • Developing on-line reporting capabilities for Beneficial Use Annual Reports <ul style="list-style-type: none"> ○ Launched a much improved GEMS on the Web which allows users to search for data from particular dates from any monitoring points, rather than getting a general data dump. ○ Revised five solid waste application forms and made them into fillable forms which are posted on the web • Conducted inspections at solid waste & hazardous waste facilities, non-metallic mines, metallic mines and e-cycle facilities. <ul style="list-style-type: none"> ○ Inspected 60 electronics retailers for the e-cycle WI requirements and have provided compliance assistance. ○ Recycling Program Request for AG formal opinion on authority and procedure for a member to leave a county responsible unit 	



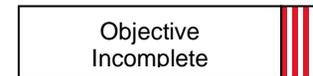
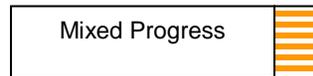
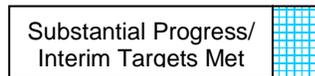
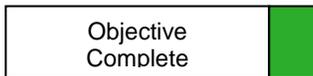
	<ul style="list-style-type: none"> • Develop reference documents to assist staff and customers with program implementation • Provide training to staff • Lean Six Sigma Projects 	<p>program.</p> <ul style="list-style-type: none"> ○ Created guidance document on options for management of CRT glass and clarifying which management methods are allowed under E-Cycle Wisconsin. • Developed 16 reference documents and 6 guidance documents to assist staff and external customers in handling/managing particular waste types. • Recycling Program: <ul style="list-style-type: none"> ○ Drop-off location inspection form and check sheet ○ Updating of RU Evaluation check-sheet ○ FAQ- responses to commonly asked questions about recycling programs • Held a Waste Program Statewide Training - November 2013 <ul style="list-style-type: none"> ○ Organized a group viewing of webinars for hydros and engineers on Leachate Collection Systems, Landfill Gas Control, and Ethics ○ Provided GIS training to WA staff via Live meeting • Completed Lean Six Sigma projects for Hazardous Waste inspections and Recycling program.
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Benchmark:
 Current level of efficiency. All work completed under this objective will help improve the efficiency of the program. We will report out each year on projects/work complete that improve the efficiency of the program.



Provide Excellent Customer Service (Smart Regulation)

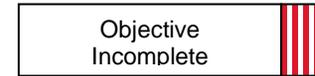
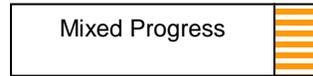
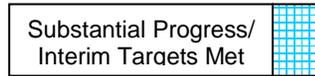
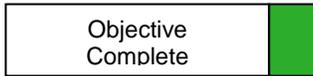
The Division Issues Air Construction Permits In A Timely Fashion			
Customer Service Outcomes	Objectives	Actual Performance	
<p>Improve the timeliness of issuing <u>major</u> and <u>minor</u> New Source Review permits by meeting the following measures, through process improvement (efficiency) efforts over the biennium (FY14-15).</p>	<p>Permit Action Measures:</p> <ul style="list-style-type: none"> For construction permits less than 300 days, maintain a 12-month rolling average permit issuance time, from the time of complete application to permit issuance, of 58 days or less (including the public comment period). Issue 95% of individual construction permits within 100 days of receiving a complete application. Complete 50% of preliminary determinations (public notices) of draft permits within 60 days of receipt of initial application. Complete 50% of final permits (issued) within 120 days of receipt of initial application. Develop or update at least two tools by December 31, 2013 (checklists, guidance, forms, etc.) to reduce the time it takes to get a permit from initial application received. 	<p>FY10 benchmark: average days to issue construction permits from date of complete application – 64 days (excluding outliers);CY14 –</p> <ul style="list-style-type: none"> 91 permits issued 63 day 12- month rolling average 82% issued within 100 days of receiving a complete application. 41% of preliminary determinations (public notices) of draft permits within 60 days of receipt of initial application. 52% of final permits (issued) within 120 days of receipt of initial application. New tools developed by December 31, 2013: <ul style="list-style-type: none"> created Prevention of Significant Deterioration Checklist (PSD), updated Registration Operation Permit Type A (ROPA) & Registration Operation Permit Type C ROPC) online applications; and updated form for requesting National Emission Standards for Hazardous Air Pollutants extensions (NESHAP). 	
	<p>Submit a construction permit metrics report to the Division Administrator on a monthly basis.</p>	<p>Ongoing</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 	<ul style="list-style-type: none"> Ongoing-monthly conference calls held every month. 3 day statewide permit training held October 2013. 	



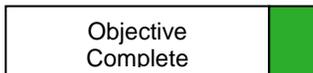
	<p>potential improvement needs, including development of guidance, and relay to Program Management for assessment.</p> <ul style="list-style-type: none"> Initiate Lean 6-sigma projects, upon direction and approval by AMT and/or AWMT, and implement outcomes. <p>Initiate other sub-team (Permit Team and/or AMT) projects upon direction and approval by AMT and/or AWMT.</p>	<ul style="list-style-type: none"> Continuing to implement FY13 construction permit Lean 6 project.
<p>Benchmark: In FY10, 64 days is the average Air Construction Permit issuance time. In FY11, 78% of individual construction permits are issued within 100 days of receiving a complete application.</p>		

The Division Prioritizes Efficiency Efforts, Addresses Non-Title V Permits In A Timely Fashion and Issuance of High Priority Air Operation Permits Renewals

Customer Service Outcomes	Objectives	Actual Performance
<p>Permit Streamlining: Development of new or revised existing permit and exemption options* for potential air emission sources, over the biennium (FY14-15), with a focus on the following areas:</p>	<p>Efficiency Measures:</p> <ul style="list-style-type: none"> By August 22, 2013, present a strategy to the Air Management Study Group (AMSG) for stakeholder involvement in Non-Title V streamlining efforts including the development of a 50% ROP and natural minor source exemption language as well as other permit streamlining measures. Report progress monthly to the Administrator on rulemaking efforts. Provide quarterly rulemaking progress updates to the AMSG. In February 2014, provide a presentation to the AMSG on draft 50% ROP permit and the minor source exemption language. By June 30, 2014 issue for public comment a Registration Permit for sources emitting up to 	<ul style="list-style-type: none"> Presentation of strategy to AMSG – August 2013. Monthly (minimum) progress reports provided. February 2014 - update included a discussion of the issues related to 50% ROP and natural minor exemption. May 2014 – draft 50% ROP and natural minor exemption language presented to AMSG workgroup. June 2014 - 50% ROP AMSG comments under review. Natural minor exemption language under DNR legal review.



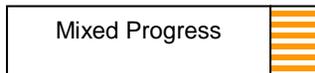
	<p>50% of the major source threshold for certain pollutants.</p> <ul style="list-style-type: none"> Complete necessary rule revisions and SIP revision submittal to USEPA within the timeframe established by taskforce (SIP revision submittal to occur within 60 days of publication of final rule). Submit natural minor source exemption progress report to the Legislature no later than March 1, 2015. 		
<p>Improve the timeliness of issuing Non-Title V operating permit renewals and backlog issues by meeting the following measures, through process improvement (efficiency) efforts over each fiscal year:</p>	<p>Permit Measures:</p> <ul style="list-style-type: none"> By October 1, 2013 notify facilities of possible permit exemptions as well as possible eligibility for Registration Permit coverage and permit, based on emissions reported in 2012. By April 1, 2014 implement plan to automate annual notification of facilities of possible permit exemptions as well as possible ROP eligibility based on emission reported. From an FY13 baseline established during the FY14-15 biennial budget process, by the end of FY14 reduce the Non-Title V permit backlog by 20% By the end of FY15 reduce the Non-Title V permit backlog by 50% 	<ul style="list-style-type: none"> Facilities notified – November 2013. Automation of annual notification to facilities is complete. Implementation will take place in the second half of each calendar year. Non-Title V permit backlog reduced by 27% by end of FY14. 	
<p>Improve the timeliness of issuing Title V operating permit renewals by meeting the following measures:</p>	<p>Meet Clean Air Act and Statutory Requirements for issuing Title V permits. Actions taken due to this measure are intended to eliminate the Title V Permit Backlog: (*)</p> <ul style="list-style-type: none"> For FY14 – reduce the number of renewal applications > 18 months old to 60 or less. For FY15 – reduce the number of renewal applications > 18 months old to 30 or less. For FY16 – reduce the number of renewal 	<p>No formal report at this time. Regular updates provided.</p> <p>48 - renewal applications >18 months pending at end of FY14. Ongoing for FY15</p>	



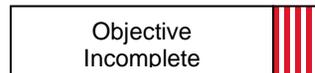
Objective Complete



Substantial Progress/
Interim Targets Met



Mixed Progress



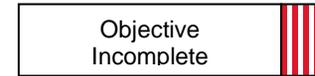
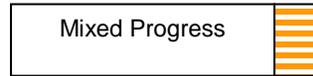
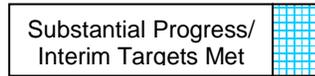
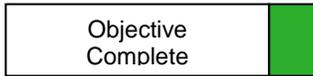
Objective Incomplete

	<p>applications > 18 months old to 0.</p> <p>Note: Measured 18 months from the date of application expiration.</p>		
	<p>Permit Renewal Measures:</p> <ul style="list-style-type: none"> For FY14 – Reissue, or otherwise address, 85 Title V Operation permit renewals. For FY15 – Reissue, or otherwise address, 85 Title V Operation permit renewals 	62 – renewals issued and 4 others otherwise addressed for FY14. Five Title V vacancies have been filled to help reduce permit backlog.	
	<p>Submit Title V operation permit metrics report to the Division Administrator on a monthly basis.</p>	Complete for FY14. Ongoing for FY15	

(*) During FY12, the Air Program had a Title V Operation Permit backlog commitment with US EPA. The Program met its commitment to US EPA. Due to the progress made during FY12, US EPA did not require a backlog commitment of the Program in FY13.

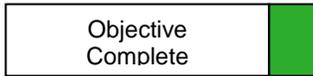
Facilities receiving an air permit (Construction or Operation) rate the experience as good or excellent

Customer Service Outcomes	Objectives	Actual Performance	
Use customer service surveys to continuously improve the Air Permit Program.	<ul style="list-style-type: none"> Continue the ROP survey through June 30, 2014, at a minimum, and assess whether the survey should continue in its current form. Report results to the Air Management Team and Division Administrator every 6 months in January 2014 and July 2014. Report to the Division Administrator results from the construction permit customer satisfaction survey every 6 months in January and July. By July 31, 2013, launch a construction permit-oriented customer service survey. Use the results of the ROP and construction permit surveys to prioritize customer service improvements. Report to the Division Administrator the customer service improvement priorities and actions taken to address the priorities in January and July annually. 	<ul style="list-style-type: none"> ROP survey continues to be conducted. Reports provided to AMT and Division Administrator on a biennial basis. Construction permit customer survey launched August 2013. Over 70 responses by end of FY14. Results from survey have resulted in refinements to the survey and an examination of different aspects of the permitting process. Division Administrator is provided regular updates on results and process improvements. 	

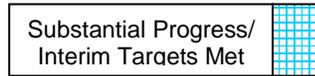


The Division is responsive to cleanup of environmental contamination and to those who need to use contaminated properties

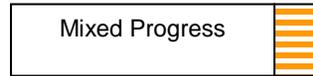
Customer Service Outcomes	Objectives	Actual Performance
<p>Increase efficiency, effectiveness, consistency, and accountability in emergency responses.</p>	<ul style="list-style-type: none"> The After-hours On-Call Spill Coordinator will call back to the Duty Officer or Warden within 15 minutes of notification of a spill. Within 48 hours of completing a weekly On Call 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. 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. 	<ul style="list-style-type: none"> Accomplished Accomplished Reviewed Spill Clean-up Documentation submittals within 60 days of receipt, close spill in SERTS or Transfer case to ERP for long-term clean-up: 82% of the time statewide NER = 99%, NOR = 95%, SCR = 91% SER = 97%, WCR = 48% After May 2014, WCR implemented new procedures to meet the objectives. Since May 22, WCR has closed 25 out of 26 spills 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>Lean I team is currently making updates to the closure form. A follow-up survey will follow once updates are final and implemented.</p>



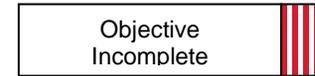
Objective Complete



Substantial Progress/
Interim Targets Met



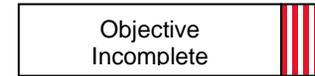
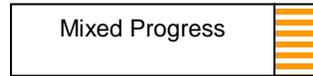
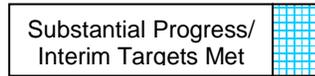
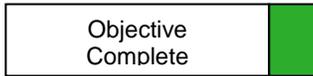
Mixed Progress



Objective Incomplete

<p>Division-Level Measure: Address old remediation sites.</p>	<p>Improve action on old remediation sites during the FY14-15 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"> Accomplished Project managers took action at 2400 of the 3000 open sites on the program database.
<p>Benchmark As of June 2011, the Bureau of Remediation & Redevelopment identified 1,764 sites that require additional follow-up.</p>		

The Division responds to 100% of fee-based cleanup submittals within 60 days		
Customer Service Outcomes	Objectives	Actual Performance
<p>Division-Level Measure: The Division responds to 100% of fee-based cleanup submittals within 60 days.</p>	<p>100% of submittals are received with appropriate fee.</p> <p>100% of acknowledgement letters are sent within 10 business days.</p>	<p>276 submittals were received with the appropriate fees and 1 was not = 99.6%</p> <p>NER = 94%, NOR = 95%, SCR = 96%, SER = 87%, WCR = 100%, Statewide = 92%</p>
<p>Benchmark: In 2010, 87% of fee submittals were acknowledged within 10 days.</p>		
	<p>Achieve a 60-day review period for 100% of projects.</p>	<p>NER = 93%, NOR = 89%, SCR = 88%, SER = 86%, WCR = 97%, Statewide = 89%</p>
<p>Benchmark: As of June 2011, 74% of submittals were reviewed within 60 days, and 86% of submittals were reviewed within 90 days.</p>		



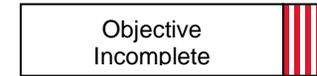
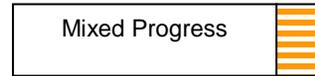
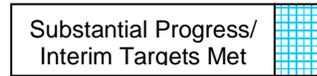
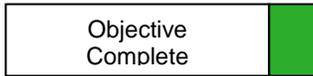
Increase the use of remediation & redevelopment tools

Customer Service Outcomes	Objectives	Actual Performance
Provide public access to the location and other site-specific information regarding known contamination sites in the state.	Deploy an upgraded RR Sites Map application to improve the customer experience finding information regarding contaminated sites in the state.	Objective Met
	3 press articles, 2 brochures, 25 e-newsletters, 5 other publications 10 web pages developed or updated per year.	30 press articles, 2 brochures, 28 e-newsletters, 189 other publications (108 updated, 81 new) 132 web pages developed or updated per year.
	30 green team meetings, 15 public speaking engagements, and 2 workshops per year.	102 green team meetings, 35 public speaking engagements, and 60 workshops per year.

Efficiently regulate solid and hazardous waste and materials facilities through the plan review approval process

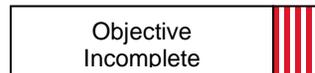
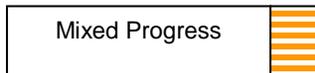
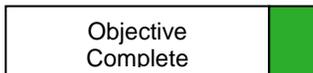
Environmental/Customer Service Outcomes	Objectives	Actual Performance
1. Minimize solid waste and materials facilities impact on human health and the environment. 2. Provide timely plan review decisions.	<ul style="list-style-type: none"> Complete solid waste plan review and approvals within the timeframes 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 staff issued 290 plan review decisions in FY14; 94% were issued on time. The hazardous waste program issued 28 decisions in FY14. 100% of the decisions were issued on time.
<p>Department-Level Measure:</p> Complete solid waste plan reviews and approvals within the timeframes specified in code and statute 90% of the time.		

Benchmark:
In FY2010, 84% of solid waste plan review decisions were issued on time.



Increase customer satisfaction in the Waste & Materials Management program

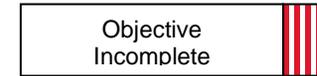
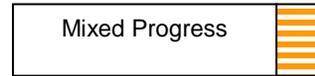
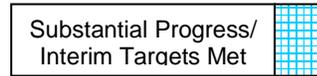
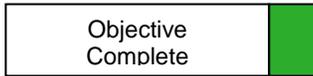
Customer Service Outcomes	Objectives	Actual Performance
<p>Ascertain customer satisfaction and gain feedback to improve Waste & Materials Management program operations and service to our varied and diverse customers.</p>	<ul style="list-style-type: none"> Conduct routine surveys or use other feedback mechanisms to gauge customer satisfaction, both internally and externally. Use customer feedback and other information to improve program effectiveness. Future surveys (or other methods) will investigate additional populations/customers. 	<p>The E-Cycle Program sent a “post inspection” survey to E-cycle collectors, which inquired about the effectiveness of different methods of outreach. Collectors that were polled found DNR staff to be easily accessible, helpful and timely. Preferred methods include:</p> <ul style="list-style-type: none"> One-on-one conversations with DNR staff DNR guidance documents E-Cycle Wisconsin website updates <p>Customer feedback surveys were done as part of both the HW and Recycling Lean Six Sigma projects.</p>
<p>Increase ease of waste and materials facilities doing business with the WMM program.</p>	<ul style="list-style-type: none"> Increase opportunities for the public and regulated entities to submit and access data electronically. 	<ul style="list-style-type: none"> Developed on-line reporting capabilities for Beneficial Use Annual Reports that will be launched in January 2015. Launched improved GEMS on the Web: which allows users to search for data from particular dates from any monitoring points. Revised four solid waste application forms and made them into fillable forms on the web. The Recycling Lean Six Sigma project improved timely submittal of Responsible Unit annual reports.



Promote Economic Vitality

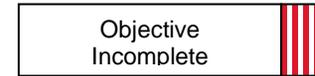
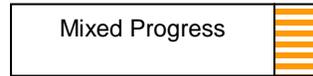
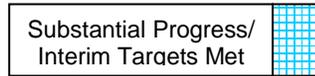
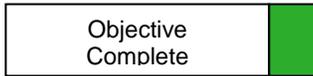
Increase the redevelopment of brownfields in Wisconsin's communities by completing brownfield transactions and making acres available for productive use.			
Economic Vitality Outcomes	Objectives	Actual Performance	
Complete brownfield transactions to encourage the redevelopment of brownfields.	Issue 15 exemption and assurance letters per year.	128 exemption and assurance letters were issued in FY 2014	
Add at least 800 acres of property made available for productive use annually.	Make 800 acres of property per year available for productive reuse.	1,832 acres were made available for use in FY 2014	

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.	There were 31 bankruptcy filings during this reporting period. 28 were processed within 60 days (90.3%). 100% of claims to DOJ were filed on time.	
Rely on cost recovery tools to ensure financial stability.	Evaluate Cost Recovery feasibility at 100% of State Funded Response sites annually.	All sites evaluated.	
Manage the Bureau for Remediation & Redevelopment in the black and anticipate problems that might arise.	Prepare monthly budget updates and quarterly work planning updates, and make adjustments when necessary.	Completed	



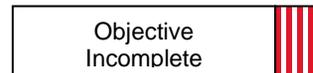
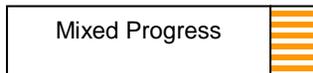
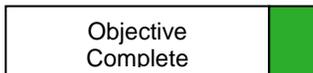
Increase the amount of material diverted from landfilling through recycling, making additional raw materials available to Wisconsin's processing and manufacturing industries.

Economic Vitality Outcomes	Objectives	Actual Performance
<p>Expand the reach of recycling programs into non-residential venues and/or target additional materials for recycling.</p>	<ul style="list-style-type: none"> Establish at least one new private-sector partnership or other innovative measure, or increase participation in an existing partnership or innovative measure, to increase recycling of an industrial material used by Wisconsin industries. Improve yield of recyclable materials at one major public venue. 	<p>Continued Wrap Recycling Action Program (WRAP) partnership with plastics industry, local governments and businesses to increase awareness and participation in plastic film recycling. Achievements include:</p> <ul style="list-style-type: none"> local plastic film aggregation center in Dunn County through a partnership with a local non-profit employment center (Indianhead Enterprises) aggregate and bale film received from county businesses, residents, and medical and institutional partners in Eau Claire County. six communities have signed on as WRAP partners- five county recycling programs and the City of Milwaukee. Worked with 3 major special events (EAA, State Fair and Farm Tech Days) to increase event recycling. Established the recycling bin pilot project through which 4-6 county fairs and 4-6 local high schools will receive repurposed 55-gallon bins to use as recycling bins. Explored local non-profit organization partners in pilot project.



Support Conservation of Resources

Sustainable monitoring network		
Economic Vitality 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). From July 1, 2013 to June 30, 2014, field staff monitoring criteria pollutants will reduce vehicle miles as compared to the baseline miles, as adjusted for addition sites added during the year, 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, as, adjusted for additional sites added during the year, by an additional 10% over July 1, 2013 to June 30, 2014 time period. Vehicle miles saved will be used to calculate emission reductions and cost savings based on current fleet makeup. 	<ul style="list-style-type: none"> Broadband and remote operations have been implemented for the air monitoring program to improve and maximize efficiency. Operators utilized broadband/remote operations and tracking trips saved on a spreadsheet. Miles traveled were reduced 11.9% in FY14. Ongoing in FY15.



Remediation & redevelopment actions are supportive of conservation of resources and utilization of clean and renewable energy		
Sustainability Outcomes	Objectives	Actual Performance
Implement Green and Sustainable Remediation (GSR) principals at State Funded Response sites.	<ul style="list-style-type: none"> Green and Sustainable Remediation (GSR) principals 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. Adopt standard GSR language to be included in State Funded Response Scopes of Work templates. 	Objective Met
Provide outreach and training opportunities for customers on the use of Green and Sustainable Remediation (GSR) Principles.	<ul style="list-style-type: none"> Assure GSR principles are included in NR 700 rule revision outreach. Host webinar training for external customers on tools available to conduct GSR evaluations, as established in the NR 722 rule revision. 	Objective Met

Sustainable materials management		
Promote conservation and sustainable use of materials and energy.	<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. 	<ul style="list-style-type: none"> Focused initiatives in recycling: special events recycling, plastics recycling and market development, business recycling, and recycling program recognition awards. Local governments reported recycling about 415,000 tons of paper, cardboard, and containers in 2013. <ul style="list-style-type: none"> Recycling processing facilities recycled some 700,000 tons of material in 2013 from residential and commercial sources. 170,285 tons of hazardous wastes are generated annually in Wisconsin. 61,814 tons of these hazardous wastes are recycled.

Objective Complete 

Substantial Progress/
Interim Targets Met 

Mixed Progress 

Objective Incomplete 

	<ul style="list-style-type: none"> • Encourage recycling and reuse through outreach and education, and through external partnerships. 	<ul style="list-style-type: none"> ○ E-Cycle Wisconsin has collected more than 150 million pounds of electronics for recycling from its inception on January 1, 2010 through the end of June 2014. • Objective met via contract with UW Madison. • Outreach included specific activities listed above as technical assistance to businesses, group meetings with responsible unit representatives, updated and developed of new recycling publications, signage and hosted webinars on various recycling topics. • E-cycling <ul style="list-style-type: none"> ○ Continued to run public education campaigns during the holidays and spring cleaning seasons. Issued press releases in December and April, and received several media hits (radio, TV and newspapers/Internet) for the December release. Produced radio PSAs and online ads in late December/January and ran radio and TV PSAs in April and May. ○ Maintained e-cycling booth/exhibit at four events for the general public, with a primary focus on kids/teenagers at two of them. ○ Continued to work with local governments and electronics retailers (providing free publications, etc.) to help them inform residents/customers about electronics recycling. ○ Developed an electronics recycling poster and classroom activities aimed at K-12 students and will expand distribution of them later this year.
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