

AIR, WASTE, REMEDIATION & REDEVELOPMENT DIVISION
FY2015 PERFORMANCE MEASURES REPORT
Wisconsin Department of Natural Resources

Department Vision:

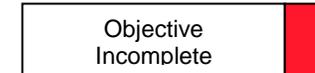
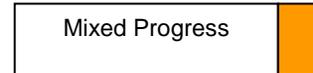
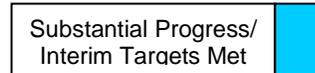
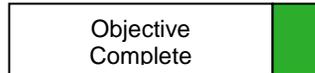
We excel at protecting and managing natural resources while supporting the economy and the well-being of our citizenry.

AWaRe Division Purpose:

To protect the environment and public health through efficient, effective and consistent processes that yield measurable environmental results, promote superior performance and build customer driven solutions.

AWaRe Division Goals:

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



Air Management Program

The Air Management program's role is to protect air quality by implementing delegated and/or SIP approved federal Clean Air Act provisions along with state air quality programs in a way that demonstrates and achieves the environmental and business case for the program actions.

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}), sulfur dioxide (SO₂) and other National Ambient Air Quality Standards (NAAQS) through the following:</p> <p>a. 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.</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>	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.	No update at this time.
	Quantify health risk reductions for ozone and fine particulate matter within time periods associated with the NAAQS using the U.S. EPA BenMAP model.	No update at this time.
	Annually certify and submit to US EPA all criteria pollutant data by May 1.	Criteria pollutant data was certified and submitted to US EPA on April 24, 2015.
	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.	The Air Management program displays design value trends at the following website: http://dnr.wi.gov/topic/airquality/trends.asp <i>(The page was updated in June 2015.)</i>
	Produce emission trends in the 3 rd quarter of each year for the following pollutants and identified areas of Wisconsin, beginning with calendar year 2002: <ul style="list-style-type: none"> ▪ SO₂ – statewide, annually; ▪ VOC, during ozone season (approximation) – Eastern WI & statewide, annually; 	Trends information will be provided during quarter 3 annually since stationary source emission data is certified by the sources during this timeframe (e.g., 2013 emission data is certified during the summer of 2014 and is available in early fall of that year).

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

Objective Complete 

Substantial Progress/
Interim Targets Met 

Mixed Progress 

Objective Incomplete 

	<ul style="list-style-type: none"> ▪ 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>Updated emissions trends data can be accessed at:</p> <ul style="list-style-type: none"> ▪ SO₂ ▪ VOC ▪ NO_x 	
	<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. 	<ul style="list-style-type: none"> ▪ Monthly reports provided. Federal fiscal year '14 commitments were met. FFY '15 ends September 30, and the program is currently on-track to meet those commitments. ▪ Monthly progress on enforcement provided. ▪ FY15 to be calculated at end of the federal fiscal year (September 30). Current 5-year rolling average – 85% 	

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 	<ul style="list-style-type: none"> ▪ Application complete to issuance – avg. 65 days – work in progress [outliers (>=300 days) and after-the-fact permits removed.] ▪ 82% of all permits issued within 100 days of receiving complete application – work in progress. ▪ 40% of all permits reached PD stage within 60 days of initial application – work in progress. ▪ 49% of all permits (final permits) issued within 120 days of initial application – work in progress.

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

Objective Complete 

Substantial Progress/
Interim Targets Met 

Mixed Progress 

Objective Incomplete 

	<p>permits within 60 days of receipt of initial application.</p> <ul style="list-style-type: none"> Complete 50% of final permits (issued) within 120 days of receipt of initial application. 	<p>Note: Current reporting methods do not account for time that a facility requested that we not proceed.</p>	
	<p>Submit a construction permit metrics report to the Division Administrator on a monthly basis.</p>	<p>On-going. Submitted first business day of each month.</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 Air Management Team and/or Division Management Team, 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>Monthly conference calls have been held in all months of the first half of FY15.</p> <p>Tools developed to date to drive improvements:</p> <ul style="list-style-type: none"> A database program that reminds permit writers of upcoming deadlines for each permit is being developed. A spreadsheet tool to help region managers keep track of permit progress has been developed. It will be deployed once the managers have been trained on its use. A spreadsheet tool for NSR Permit Processor has been developed and in use currently. It is used to keep track of key events the permit processors are responsible for. A spreadsheet tool to track progress of Non-CMS NSR permits for review by compliance staff is in progress. 	
<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>			

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

Objective Complete 

Substantial Progress/
Interim Targets Met 

Mixed Progress 

Objective Incomplete 

The Division prioritizes efficiency efforts, addresses Non-Title V permits in a timely fashion and issues high priority air operation permits renewals in a timely fashion

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"> ▪ Report progress monthly to the Administrator on rulemaking efforts. ▪ Provide quarterly rulemaking progress updates to the Air Management Study Group (AMSG). ▪ 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. 	<ul style="list-style-type: none"> ▪ Monthly reports of rulemaking progress made to Division Administrator each month of FY 15. ▪ Progress reported to AMSG at each meeting held this fiscal year. ▪ Final rule approved by the Natural Resources Board in June 2015. Rule awaiting the Governor's approval to submit to legislature. ▪ Natural Minor exemption progress report submitted to legislature Feb. 24, 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 the end of FY15 reduce the Non-Title V permit backlog by 50%. 	<p>Reduction from baseline as of June 30, 2015 is 48%. This includes applications currently in public comment, database clean-up and issued actions.</p>	
	<p>Submit Non-Title V operation permit metrics report to the Division Administrator on a quarterly basis.</p>	<p>Quarterly reports were not prepared during FY15 because of delay in hiring Policy Engineer position to track non-Title V backlog. Reports were submitted in April 2014 and Feb. 2015. A final report was prepared and submitted to Bureau Director and Division Administrator.</p>	
<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 FY15 – reduce the number of renewal 	<p>At end of FY15, program has 31 renewal applications > 18 months old. (Reduced from 48 in FY14.)</p>	

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

Objective Complete 

Substantial Progress/
Interim Targets Met 

Mixed Progress 

Objective Incomplete 

	<p>applications > 18 months old to 30 or less.</p> <ul style="list-style-type: none"> For FY16 – reduce the number of renewal applications > 18 months old to 0. <p>Note: Measured 18 months from the date of current permit expiration.</p> <p>* 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 no longer requires a commitment from the program.</p>		
	<p>Permit Renewal Measures:</p> <ul style="list-style-type: none"> For FY15 – reissue or otherwise address 85 Title V Operation permit renewals. 	At end of FY15, program has addressed 84 Title V Operation permit renewals.	
	Submit Title V operation permit metrics report to the Division Administrator on a monthly basis.	Currently meeting goal.	

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"> Report to the Division Administrator results from the construction permit customer satisfaction survey every 6 months in January and July. Use the results of the Registration Operation Permit (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"> Construction permit survey results were compiled in July 2014 but not reported to DA. Department is preparing guidance as indicated by surveys including: <ul style="list-style-type: none"> PSD guidance and Modeling guidance ROP survey is on electronic application forms. Air Program needs to request time from IT staff to make updates to electronic forms. ROP survey will not be restarted until electronic forms are updated.

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

Objective Complete 

Substantial Progress/
Interim Targets Met 

Mixed Progress 

Objective Incomplete 

		<ul style="list-style-type: none"> No formal reports made to Division Administrator. Discussions on customer service improvements occurred at monthly meetings.
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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). 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 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"> Monitoring staff (field operators, engineers, QA personnel) are utilizing broadband/remote operations. Trips saved/mileage is tracked on a monthly basis. Reduced vehicle miles on track ~ 11% compared to baseline. Miles reduced are used to calculate emission reductions and cost savings. In FY15, 18,034 pounds of CO2e has been reduced and \$24,331 has been saved. Calculations do not reflect all use of remote operations, just the times an operator saves a trip that would have been made and records it in the remote operations spreadsheet.

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

Objective Complete 

Substantial Progress/
Interim Targets Met 

Mixed Progress 

Objective Incomplete 

Remediation & Redevelopment

The Remediation & Redevelopment program provides the link between environmental clean-up and economic redevelopment in the state.

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"> ▪ 6 federal removal actions completed. ▪ Conducted 58 audits. <ul style="list-style-type: none"> ○ Northeast = 10 ○ Northern = 12 ○ South Central = 12 ○ Southeast = 12 ○ West Central = 12
<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.	<ul style="list-style-type: none"> ▪ 83% of sites found to be out of compliance during closure audits were brought back into compliance. (Of the 83 requiring follow up, 69 have returned to compliance). <p>Since 2004, 566 sites have been audited.</p>
<p>Benchmark: Currently 83% of sites (69 of 83 sites) found to be out of compliance through audits have been brought back into compliance.</p>		

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

Objective Complete 

Substantial Progress/
Interim Targets Met 

Mixed Progress 

Objective Incomplete 

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"> ▪ 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. ▪ Beginning July 1, 2014, 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"> ▪ 94% of summaries were completed within 48 hours. ▪ Statewide: 88% of spill clean-up documentation submittals were completed within 60 days. <p><u>Regional Breakdown:</u></p> <ul style="list-style-type: none"> ○ Northeast = 99.6% ○ Northern = 98% ○ South Central = 89% ○ Southeast = 80% ○ West Central = 77%
Develop and implement an RR strategic development plan for the next biennium.	<ul style="list-style-type: none"> ▪ Establish program priorities for dedicating both staff and financial resources. ▪ Strengthen the RR program by looking for efficiencies in how we do our core work. ▪ Finalize Strategic Direction Plan and incorporate elements into RR action plans. 	<ul style="list-style-type: none"> ▪ Complete. ▪ Complete. ▪ Final draft of strategic plan is under review to be finalized in August 2016.
Conduct a customer satisfaction survey to measure overall customer satisfaction and to identify areas for improvement.	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. RR will conduct a follow-up customer satisfaction survey to measure satisfaction with those changes 6 months after revised closure form is finalized.	<ul style="list-style-type: none"> ▪ Lean I team released a new version of the Case Closure GIS Registry form in March, 2015. A survey for customers will be sent out in January of 2016.

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

Objective Complete 

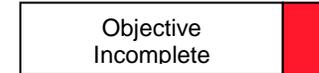
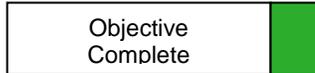
Substantial Progress/
Interim Targets Met 

Mixed Progress 

Objective Incomplete 

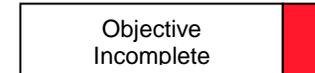
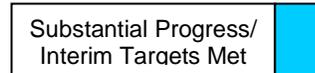
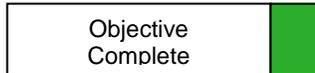
<p>Continue creative partnership and collaboration with externals.</p>	<ul style="list-style-type: none"> ▪ Implement the relevant portions of the Brownfields Study Group report. ▪ Continue partnership with PECFA and NR 700 stakeholders groups. 	<ul style="list-style-type: none"> ▪ Implementation of several priority recommendations is underway, e.g. "Soil, Sediment and Waste Management" and "Contaminated Sediment External Advisory Group." ▪ Multiple meetings have been held. 	
<p>Customers for Waste & Materials Management (WMM) and Remediation & Redevelopment (RR) are clear as how to manage contaminated materials, and which program has jurisdiction for those decisions</p>	<ul style="list-style-type: none"> ▪ Finalize WMM and RR guidance on managing contaminated soil and other waste materials. ▪ Conduct external and internal trainings. ▪ Develop consistent standards and contaminant levels for waste, soil and sediment. 	<ul style="list-style-type: none"> ▪ Guidance is being finalized to incorporate public comments. Internal small group including RR and Waste representatives has been established. ▪ Internal training is in planning stage and webinars have been set for internal and external education. 	
<p>RR will continue to work with the Water program to improve remediations at locations involving both programs.</p>	<ul style="list-style-type: none"> ▪ Develop and implement a sediments plan to clarify roles and responsibilities. ▪ Implement the new Waterfront Development Program in the Department. 	<ul style="list-style-type: none"> ▪ The contaminated sediment external advisory group has met several times to determine priorities and next steps. The waterfront redevelopment initiative staff position was filled in June; a plan to pilot a Waterfront Development Program will be developed this fall; piloting will begin in early 2016. 	
<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. ▪ As part of its strategic plan efforts, the RR program will set performance goals to address stalled sites in light of the "every 6 months" site progress reports; this new reporting requirement went into effect November 2013 with the changes to NR 700. 	<ul style="list-style-type: none"> ▪ Workload balancing completed. ▪ Project managers took action at over 2,500 of the 3,100 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>			

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



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>	100% of submittals are received with appropriate fee.	98% received with appropriate fee
	100% of acknowledgement letters are sent within 10 business days.	<ul style="list-style-type: none"> ▪ Northeast = 98% ▪ Northern = 98% ▪ South Central = 99% ▪ Southeast = 89% ▪ West Central = 98% ▪ Statewide = 94%
<p>Benchmark: In 2010, 87% of fee submittals were acknowledged within 10 days.</p>		
	Achieve a 60-day review period for 100% of projects.	<ul style="list-style-type: none"> ▪ Northeast = 89% ▪ Northern = 82% ▪ South Central = 87% ▪ Southeast = 92% ▪ West Central = 97% ▪ Statewide = 90%
<p>Benchmark: As of June 2011, 74% of submittals were reviewed within 60 days, and 86% of submittals were reviewed within 90 days.</p>		

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



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. Deploy a mobile App for BRRTS on the Web (BOTW).	RR Sites Map fully developed.	Objective Complete
	4 press articles, 2 brochures, 4 ReNews editions, 25 e-newsletters, 5 other publications 10 web pages developed or updated per year.	15 press articles, 8 e-newsletters, 17 publications, and 51 web pages developed or updated this year.	Objective Complete
	30 green team (community project development team) meetings, 15 public speaking engagements, and 2 workshops per year.	61 green team meetings, 10 public speaking engagements, and 6 workshops held this year.	Objective Complete
	Develop and implement an e-file management plan with a goal of all new NR 700 submittals to be uploaded to BOTW fully in FY16, and a plan in place to add historic records.	<ul style="list-style-type: none"> Full plan due to RR Management Team September 30, 2015. 25,000+ documents currently uploaded to BRRTS and available to the public. 	Substantial Progress/ Interim Targets Met

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.	43 exemption and assurance letters issued.	Objective Complete
Add at least 800 acres of property made available for productive use annually.	Make 800 acres of property per year available for productive reuse.	Made over 1,300 acres of property available for productive reuse in FY15.	Objective Complete

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

Objective Complete 

Substantial Progress/
Interim Targets Met 

Mixed Progress 

Objective Incomplete 

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.	Submit 100% of notice of claims to DOJ on time so a proof of claim can be submitted to the bankruptcy court within the mandated deadline.	No claims submitted or missed during this year.	
Rely on cost recovery tools to ensure financial stability.	Evaluate Cost Recovery feasibility at 100% of State-funded response sites annually.	100% of sites evaluated.	
Manage the AWaRe Division programs in the black and anticipate problems that might arise.	Prepare monthly budget updates and quarterly work planning updates, and make adjustments when necessary.	Objective met.	

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) 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. ▪ Adopt standard GSR language to be included in State Funded Response Scopes of Work templates. 	Objectives met.	

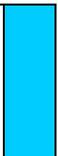
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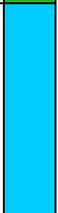
Mixed Progress 

Objective Incomplete 

Provide outreach and training opportunities for customers on the use of Green and Sustainable Remediation (GSR) Principles.	<ul style="list-style-type: none"> ▪ Host training for internal and external customers on tools available to conduct GSR evaluations, as established in the NR 722 rule revision. 	Webinar scheduled for 12/2/2015. 
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Waste & Materials Management

The Waste & Materials Management program is uniquely positioned to ensure that Wisconsin's citizens and environment are protected from adverse consequences of waste. The program contributes to economic vitality and protects public health and the environment by providing regulatory expertise, equity, and certainty for citizens and businesses to achieve sustainable waste and materials management.

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>	<p>Maintain 100% financial assurance compliance rate for:</p> <ul style="list-style-type: none"> a. Large Landfills (>5 million cubic yards) b. Hazardous Waste Treatment, Storage, and Disposal Facilities – Closure/Long-Term Care/Liability c. Metallic Mines d. E-cycle Facilities 	<ul style="list-style-type: none"> a. Large Landfills (>5 million cubic yards) – 100% Compliance. b. Hazardous Waste Treatment, Storage, and Disposal Facilities – Closure/Long-Term Care/Liability – 100% compliance. c. Metallic Mines – 100% Compliance. d. E-cycle Facilities – 100% compliance. 
	<p>100% compliance rate by 2016:</p> <ul style="list-style-type: none"> a. Medium Landfills (0.5 to 5 million cubic yards) b. Small Landfills (<0.5 million cubic yards) c. Construction and Demolition Landfills (as required) d. Non-landfill solid waste facilities 	<ul style="list-style-type: none"> a. Medium Landfills (0.5 to 5 million cubic yards) – 100% Compliance. b. Small Landfills (<0.5 million cubic yards) - 100% Compliance. c. Construction and Demolition Landfills (as required) – 94% Compliance. 

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

Objective Complete 

Substantial Progress/
Interim Targets Met 

Mixed Progress 

Objective Incomplete 

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| | <p>(Woodburning, Transfer, Compost, Processing, Storage) (as required).</p> <p>e. Hazardous Waste Treatment, Storage and Disposal Facilities – Corrective Action</p> | <p>d. Non-landfill solid waste facilities (Woodburning, Transfer, Compost, Processing, Storage) (as required) – 87% Compliance.</p> <p>e. Hazardous Waste Treatment, Storage and Disposal Facilities – Corrective Action – 91% compliance.</p> |
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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.	<p>Conduct required solid waste inspections at waste and materials facilities—75% of facilities inspected do not require secondary enforcement action.</p> <ul style="list-style-type: none"> a. Active landfills* (100 inspections, minimum). b. Closed landfills* (120 inspections, minimum) c. C&D landfills* (40 inspections, minimum) d. Non-landfill solid waste facilities* (100 inspections, minimum) e. E-cycle facilities (75 inspections, minimum) <p>Conduct required hazardous waste and mining inspections/audits at waste and materials facilities—75% of facilities inspected do not require secondary enforcement action.</p>	<p>Solid Waste Inspections:</p> <ul style="list-style-type: none"> a. Active landfills: 100 inspections. b. Closed landfills: 131 inspections. c. C&D landfills (active + closed): 43 inspections. d. Non-landfill SW facilities: 87 inspections. e. E-Cycle facilities: 53 retailer inspections. This includes on-line and in-store visits to check on brand registration compliance. <p><u>Secondary Enforcement:</u> 99% of solid waste facilities inspected did not require secondary enforcement.</p> <p>Hazardous Waste and Mining:</p> <ul style="list-style-type: none"> a. 86 Large Quantity Generator inspections completed, 53 Small Quantity Generator

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

Objective Complete 

Substantial Progress/ Interim Targets Met 

Mixed Progress 

Objective Incomplete 

	<p>a. Hazardous waste generators. (75 LQG inspections, minimum) b. Hazardous waste TSDs. (9 inspections, minimum) c. Non-Metallic mines.* (10 audits minimum) d. Metallic mines.* (as warranted)</p> <p>*No minimum requirement per state or federal regulations.</p>	<p>inspections completed, and 131 Very Small Quantity Generator inspections completed. b. 9 Hazardous Waste TSD inspections completed. c. 11 Non-metallic mining audits completed. d. DNR staff did 10 mine site visits (7 in Iron County and 1 each in Rusk County, Marathon County and Taylor County).</p> <p><u>Secondary Enforcement:</u></p> <ul style="list-style-type: none"> ▪ For TSDs – No NOVs were issued. ▪ For LQGs – Seven NOVs were issued. =>92% of LQG CEIs do not require a secondary enforcement action. 	
<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 20 businesses or citizen or local government related venues to foster proper waste and materials management using methods such as presentations, workshops, webinars, list serves, web pages, etc.</p>	<p>Staff presented or spoke at 25 conferences/ meetings/seminars around the state. In addition, staff provided one-on-one technical assistance to 1-2 businesses per month regarding recycling or reuse of materials.</p>	
<p><u>Division-Level Measure:</u> Improve or streamline the administration/implementation of the Waste & Materials Management Program</p>	<ol style="list-style-type: none"> 1. Increase opportunities for the public and regulated entities to submit and access data electronically. 2. Ensure regulations are applied consistently throughout the state. 3. Develop reference documents to assist staff and customers with program implementation. 4. Provide training to staff. 5. Lean Six Sigma Projects 	<ol style="list-style-type: none"> 1. <ol style="list-style-type: none"> a. GEMS on the Web (GOTW) was revised this fiscal year in response to user feedback after a major overhaul was rolled out the prior fiscal year. b. Work is on-going on the Medical Waste Annual Report and the Beneficial Use Annual Reports to make them both web-based on-line reporting systems. c. Work is on-going to provide on-line registration for sharps and pharmaceutical collection sites. d. Development of mapping tools is in progress to allow customers to easily locate drop-off locations for sharps, 	

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Objective Complete 

Substantial Progress/
Interim Targets Met 

Mixed Progress 

Objective Incomplete 

		<p>pharmaceuticals and e-cycling collection sites.</p> <ul style="list-style-type: none">e. Created online form to improve/streamline the process of updating infectious waste contacts in our database.f. Offered several webinars walking customers through how to do online reporting for RUs, MRFs and infectious waste. <p>2.</p> <ul style="list-style-type: none">a. Conducted inspections at solid waste & hazardous waste facilities, non-metallic mines, metallic mines and e-cycle facilities.b. Developed several public guidance documents – some examples include: Active Landfill Inspection Guidance; Reducing or Terminating Groundwater Monitoring at Solid Waste Landfills (Revised); Volatile Organic Compound Parameters for Landfill Gas Monitoring at Municipal Solid Waste Landfills; Granting fee waivers for voluntary waste removals; and others. <p>3. Developed 29 reference documents on various topics. All are stored in the Electronic Guidance System for easy access by staff.</p> <p>4. Training has been conducted for staff in the following areas: plan review, hazardous waste and medical waste, carcass management, inspections, environmental enforcement, E-scrap, recycling and waste management, food waste management, and safety.</p> <p>5.</p> <ul style="list-style-type: none">a. Hazardous Waste Lean Six Sigma	
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Note: Measures not identified as Department- or Division-level are Program-level measures/metrics.

Objective Complete 

Substantial Progress/
Interim Targets Met 

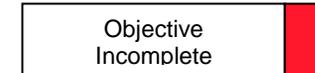
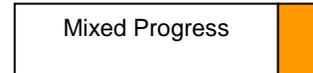
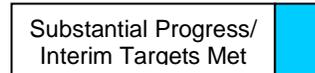
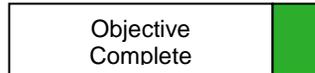
Mixed Progress 

Objective Incomplete 

		<p>Project: The Hazardous Waste Core Team, HW program staff and Waste & Materials Management Program managers have completed review of the Hazardous Waste Inspection Protocol guidance document and incorporated comments. The final version of the inspection document was discussed with hazardous waste staff in June and distributed to staff and managers July 31, 2015.</p> <p>b. Recycling Lean Six Sigma Project: Recycling staff continue to implement recommended solutions from the Recycling Annual Report Lean Six Sigma project. Staff have been doing focused outreach/training to RUs to reduce the number of annual reports filed late, including:</p> <ul style="list-style-type: none"> ▪ Hosted webinars to help RUs fill out reports. ▪ E-mail reminders to RUs who have not yet submitted their reports. ▪ Posted "Tips for Getting Your RU Annual Report In On Time" on our website. ▪ Developed a fact sheet entitled "RU Annual Report Reminder." Mailed hard copies and posted on web.
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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.

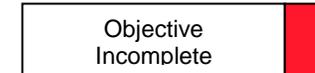
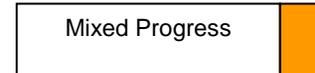
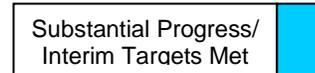
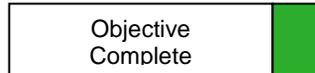
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Efficiently regulate solid and hazardous waste and materials facilities through the plan review approval process		
Environmental/Customer Service Outcomes	Objectives	Actual Performance
1. Minimize solid waste and materials facilities impact on human 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. Benchmark: In FY2010, 84% of solid waste plan review decisions were issued on time.	1. Complete solid waste plan review and approvals within the timeframes specified in code and statute 90% of the time. 2. Complete hazardous waste plan review and approvals within the timeframes specified in code and statute 90% of the time.	1. Solid Waste Plan Review – 300 reviews completed. All but 18 issued on time for a 94% timeliness rate. 2. Hazardous Waste Plan Review – all approvals <u>issued on time</u> . <ul style="list-style-type: none"> ▪ Unilateral Plan Mods – 3 ▪ Other with Decision – 5 ▪ Class 1 – no Dept approval – 13 ▪ Class 2 – 1 ▪ Feasibility/Plan of Operation – 3 ▪ Closure – 5

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.	1. 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. 2. Future surveys (or other methods) will investigate additional populations/customers.	<ul style="list-style-type: none"> ▪ We provide copy/link to electronics collector customer satisfaction survey after all E-Cycle Wisconsin collector inspections. ▪ Included customer feedback questions in online surveys of public lands managers and solid waste landfills/transfer stations regarding illegal electronics dumping and disposal. ▪ Conducted approximately 15 focused interviews to explore the need for a Waste and Materials Management Study Group.

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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
Expand the reach of recycling programs into non-residential venues and/or target additional materials for recycling.	<p>Establish at least one new private-sector partnership or affiliation or expand participation in an existing partnership or affiliation, to increase recycling of a material used by Wisconsin industries.</p> <p>Improve yield of recyclable materials at one major public venue.</p>	<ul style="list-style-type: none"> ▪ DNR partnered with Gundersen Health System of La Crosse to train DNR HW inspectors on how to inspect healthcare facilities, in April 2015. ▪ Presented at County Fair Convention on "How to initiate or improve your existing county fair recycling program."

Sustainable materials management

Sustainability Outcomes	Objectives	Actual Performance
Promote conservation and sustainable use of materials and energy.	<ol style="list-style-type: none"> 1. 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). 2. Track tons of waste diverted from landfilling/disposal to reuse or recycling (e.g., banned materials, organics, industrial wastes, hazardous wastes). 3. Encourage recycling and reuse through outreach and education, and through external partnerships. 	<ol style="list-style-type: none"> 1. <ul style="list-style-type: none"> ▪ Encouraged e-cycling through a major advertising campaign during the months of December, January and April (across Web, TV, internet radio, radio and movie screen media). ▪ Exhibits/presentations at Farm Technology Days; State Fair; Rusk County Junior Fair; UW System sustainability meeting; NEW Manufacturers' Conference; Brown County Conservation Alliance; and others. ▪ Updated and posted electronics recycling

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Objective Complete 

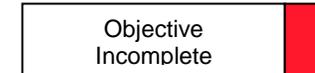
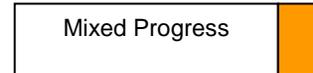
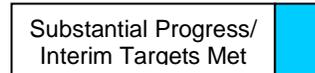
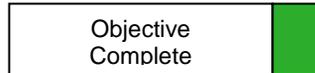
Substantial Progress/
Interim Targets Met 

Mixed Progress 

Objective Incomplete 

		<p>educational activities online; distributed educational posters encouraging electronics recycling through direct mailing to educators around the state.</p> <ul style="list-style-type: none"> ▪ Hosted an online chat to answer people’s questions about electronics recycling. ▪ Continue to track electronics collected and recycled through E-Cycle Wisconsin. <p>2.</p> <ul style="list-style-type: none"> ▪ In Wisconsin, 157,909 tons of hazardous waste was generated in 2014. 59,922 tons of these hazardous wastes were recycled in 2014. ▪ Local governments reported recycling about 413,000 tons of paper, cardboard, and containers in 2014. ▪ Recycling processing facilities recycled some 830,000 tons of material in 2014 from residential and commercial sources. ▪ More than 180 million pounds of electronics have been recycled through E-Cycle Wisconsin between January 2010 and June 2015.
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Information Technology Section

Provide excellent customer service		
Customer Service Outcomes	Objectives	Actual Performance
Provide the Hardware and Software Tools to our customers (staff and managers) that they need to fulfill the Department/Division/Program Mission.	By June 30, 2015, develop methods to measure and track IT service request response times.	<ul style="list-style-type: none"> Due to delayed roll out of Cherwell Self Service Portal, we have not begun any automated measurement yet. We intend to use Cherwell reports once available (rollout scheduled ~ August 2015). Currently using periodic manual process to measure (see objective below).
	Respond to requests for service within 4 business hours. (Will be manually measured for 2 different months during FY15.)	<u>Sept. 2014</u> <ul style="list-style-type: none"> Average < 1 hour Maximum < 7 hours <u>March 2015</u> <ul style="list-style-type: none"> Average < 1 hour Maximum < 6 hours
	By June 30, 2015, successfully complete the PC Purchasing Lean Project.	Completed on time.
	By June 30, 2015, develop standard timeframe goals for fulfillment of software and hardware requests.	<ul style="list-style-type: none"> Defined as from time of request (with budget code and required approvals) to order being placed. Proposed goal is 3 business days.
	By June 30, 2015, develop standard timeframe goals for purchase through installation of computers.	Lean 6 Sigma Project defined goal of an average of 45 days from "PC received" to "installed on user's desk." [Previous average = 59 days]

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

Objective Complete 

Substantial Progress/
Interim Targets Met 

Mixed Progress 

Objective Incomplete 

Increase customer awareness and satisfaction in the AWaRe Division's IT Section			
Customer Service Outcomes	Objectives	Actual Performance	
Ascertain customer satisfaction and gain feedback to improve the AWaRe Division's IT Section operations and service to our customers.	Conduct routine surveys or use other feedback mechanisms to gauge customer satisfaction.	<ul style="list-style-type: none"> We review customer feedback (received via email and DNR Customer Survey) and make improvements as appropriate. Once Cherwell Self Service rolls out, we will evaluate whether a satisfaction survey can be triggered from this process. 	
	Use customer feedback and other information to improve program effectiveness.	We are doing this as part of Lean 6 Sigma project.	
	Implement IT elements of the AWaRe Communication Plan/Communication Action Plan.	Ongoing: <ul style="list-style-type: none"> Feature IT updates in Division newsletter (1 per newsletter). Create/manage IT projects via SharePoint. 	

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