

AIR & WASTE DIVISION PERFORMANCE MEASURES

Wisconsin Department of Natural Resources

In 2006, the Air & Waste Division identified new, outcome-based goals and performance measures that will continue our drive toward becoming the most efficient and effective Air & Waste management program in the nation.

These goals and performance measures fall under the following three strategies.

- **Protecting Public Health and the Environment** – The Air & Waste Division protects human health and the environment by working in partnership with citizens, communities, businesses and advocacy groups.
- **Growing Wisconsin's Economy** – Our programs support innovative, non-regulatory incentives to promote environmental protection while accommodating economic growth.
- **Providing Excellent Customer Service** – We are committed to providing customers quicker and easier access to the information and services they need.

What Are Performance Measures And How Are They Used?

Performance measures are a means to evaluate and communicate progress. They help us determine whether we are successful in achieving what we want our programs to accomplish.

Through performance measures, the Air & Waste Division is able to focus its attention on the Department's mission, program purposes, and goals. This helps us as employees and assists in securing cooperation of partners.

Performance measures are used to guide the identification and evaluation of policy priorities; guide constructive teamwork by helping to define issues and problems; help us evaluate program results to identify accomplishments and gaps, and thereby improve our ability to meet our goals; guide resource allocation decisions; and provide benchmarks for organizational improvement.

The following pages summarize the goals, objectives and performance measures for the Air & Waste Division.

Protecting Public Health and the Environment

Goal: By 2012, reduce health risk due to air pollution by 50%			
Environmental Outcomes	Strategies	Objectives	Performance Measures for Objectives
<ol style="list-style-type: none"> 1. From a 2002 base year, by 2012, reduce the number of deaths, hospitalizations, asthma attacks, and lost school and work days in the state (based on a US Environmental Protection Agency (EPA) model) associated with exposure to ground-level ozone, and fine-particles by 50%. 2. From a 2002 base year, by 2012, reduce the cost of illness in the state (based on an EPA model) associated with exposure to ground-level ozone, and fine-particles by 50%. 3. From a 2002 base year, by 2012, reduce by 50% the population in the state that is subjected to a cancer risk of greater than 1 in 1,000,000 due to exposure to airborne carcinogens based on an EPA model from stationary sources listed on the air emissions inventory. 	<ol style="list-style-type: none"> 1. Reduce the public's exposure to ground-level ozone through a combination of implementing volatile organic compounds (VOC), nitrous oxides (NO_x) and carbon monoxide (CO) controls within the State and negotiation for ozone precursor controls in upwind contributing states. 2. Reduce the public's exposure to fine particulate matter (PM_{2.5}) through a combination of implementing VOC, sulfur dioxide (SO₂), NO_x, direct PM_{2.5} and perhaps ammonia (NH₃) controls within the State and negotiation for PM_{2.5} precursor controls in upwind contributing states. 3. Through implementation of NR445, the maximum achievable control technology (MACT) standards, ozone, PM_{2.5} control programs and voluntary emission reduction measures, reduce the public's exposure to carcinogens. 	<ol style="list-style-type: none"> 1. By December 2006, have baseline health data in place and establish methods for modeling and compliance. 2. By April 2007, submit Clean Air Interstate Rule state implementation plan package to EPA. 3. Evaluate non-attainment status and proceed with appropriate SIP revision by September 2007. 4. By July 2008, for newly affected sources achieve 95% compliance with the BACT and LAER requirements in NR445. 5. By September 2008, submit the state implementation plan revision to implement the attainment demonstration for the 8-hour ozone standard. 6. By October 2008, submit state implementation plan for PM_{2.5} and haze. 7. By May 2009, achieve 95% compliance with emission limits established in ozone, PM_{2.5} and haze SIPs. 8. By July 2009, achieve 95% compliance with the emission limits established in the MACT Standards. 9. By 2013, achieve 100% compliance with limitations established in BART regulations. 	<ol style="list-style-type: none"> 1. Completion of state implementation packages tracked as milestones rather than a numerical target. Milestones include draft rules, hearing authorization green sheet, hearing, rule adoption green sheet, SIP submittal package completion, SIP submittal to the legislature, and the SIP submittal to EPA. 2. Percentage compliance for sources affected by ozone, PM_{2.5} and haze SIPs (includes BART) 3. Percentage of sources in compliance with NR 445 and the MACT standards. 4. Percentage of sources in compliance with source specific BART requirements.

Goal: By 2015, 1500 Wisconsin businesses (approximately 1% of all Wisconsin Businesses) will have environmental management systems that deliver documented superior environmental performance

Environmental Outcomes	Strategies	Objectives	Performance Measures for Objectives
<ol style="list-style-type: none"> 1. The number of facilities enrolled (by participants, agreements, contracts and charters) in performance-based programs. 2. The number and type of environmental management systems. 3. Comparative environmental performance metrics for air emissions and waste generated on a statewide basis. <p>Additional performance metrics for superior environmental performance goals to be designed and implemented based upon advice from the Green Tier Advisors (as specified in 299.83 WisStats).</p>	<ol style="list-style-type: none"> 1. Support the development of Environmental Management Systems that are ISO 14001 certified or functionally equivalent. 2. Use Green Tier Contracts to deliver each of the nine elements of Superior Environmental Performance. 3. Use Tier 1 participation to deliver each of the three stated elements of Superior Environmental Performance. 4. Use Charters to create the working relationships and capacity to implement management systems and shared capacity to deliver superior environmental performance. 	<ol style="list-style-type: none"> 1. Accomplish a 10% annual increase in the existence of environmental management systems being used by Wisconsin businesses. 2. By July 1, 2006, enroll 100 entities in Green Tier (charters, Tier 1 and Tier 2) 3. By July 1, 2007, 100% of contracts, charters and Tier 1 participants' objectives reflect direction supplied by Green Tier Advisors. 	<ol style="list-style-type: none"> 1. Number of Companies with Environmental Management Systems. 2. Number of Entities enrolled in Green Tier. 3. Environmental Results by Category of Superior Environmental Performance as enumerated in Wisconsin Act 276.

By 2015, reduce the release of fugitive gas emissions from active Municipal Solid Waste Landfills by 50%

Environmental Outcomes	Strategies	Objectives	Performance Measures for Objectives
<ol style="list-style-type: none"> 1. Increase the number of landfills in "substantial compliance" with requirements for landfill phase development and closure; gas system installation; active gas extraction system operation; and 	<ol style="list-style-type: none"> 1. Through improved plan review and inspections, reduce uncontrolled landfill gas emissions. 2. Through data evaluation and modeling, reduce the uncontrolled landfill gas emissions. 	<ol style="list-style-type: none"> 1. Ensure staff are following Guidance Document No. WA 500 which provides guidance on: landfill gas related inspections; GEMS data review for gas extraction system data; 	<ul style="list-style-type: none"> ▪ Results of landfill gas emission data analysis. (Annual, July) ▪ Number of landfills where phasing plan review shows problems/no problem with uncontrolled gas emissions.

<p>approved landfill gas treatment system operation.</p> <p>2. Decrease the amount of fugitive gas released from landfills through evaluation of gas data and modeling (Base Year 2004).</p>	<p>3. Share landfill gas emissions data with stakeholders on the WEB-internet.</p>	<p>coordination with Air Mgt. staff for landfill inspections and data review; and plan review related conditions of approval.</p> <p>2.</p> <p>a. Run models of calendar year 2007 and 2008 landfill gas data for landfills in all regions and post on the web.</p> <p>b. Develop summary and narrative of results of landfill gas model results for calendar year 2007 and 2008 and post on web.</p>	<p>(Annual, July)</p>
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By 2015, reduce public exposure to toxins from illegal open burning by 50%			
Environmental Outcomes	Strategies	Objectives	Performance Measures for Objectives
<p>1. Reduce number of open burning complaints received by at least 5% annually.</p> <p>2. Increase number of local ordinances adopted to control open burning.</p>	<p>1. Through joint air and waste complaint response and follow-up, reduce the incidence of illegal open burning.</p> <p>2. Through effective outreach and education, improve local government use of open burning tools to reduce public exposure to toxins from illegal open burning.</p> <p>3. Through effective legislation, improve and streamline tools available to the state and local governments to reduce the incidence of illegal open burning.</p>	<p>1. Track all open burning complaints received, and take and track follow-up actions as appropriate</p> <p>2. Regions may select initiative to focus on reduction of open burning in their region</p> <p>3. Obtain open burning citation authority for the Department during the 2008-2009 legislative session.</p>	<p>1. Downward trend in number of open burning complaints in FIST for each successive 6-month period.</p> <p>2. Milestone: Open burning citation authority obtained during the 2007 – 2008 legislative session.</p> <p>3. Respond to all citizen complaints on open burning via telephone contact, letter or site visit.</p>

By 2010, 100% of DNR media programs have defined incentives and programs that enable entities to create flexible, performance-based approaches to achieve the entities' environmental priorities

Environmental Outcomes	Strategies	Objectives	Performance Measures for Objectives
<ol style="list-style-type: none"> 10% of the results achieved in each strategic program goal is from performance beyond regulatory minimums. 	<ol style="list-style-type: none"> Create model programs to deliver beyond compliance performance, i.e. environmental management system (EMS) permits such as those being developed through the Innovation Grant. Engage sectors in creating numeric goals and corresponding programs to address environmental priorities. 	<ol style="list-style-type: none"> Create 10 specific initiatives that result in a link between performance based approaches and program performance goals. In 2009, programs will develop targeted engagement strategies for Green Tier in addition to maintaining progress on capacity building initiatives. 2009 work will focus on sector strategies to link environmental and economic performance for sustainability. 	<ol style="list-style-type: none"> Number of Communities implementing the mercury reduction program. Number of Pounds of mercury collected by the program – year to date and cumulative since inception. CEA 's Sector goals and reported results.

Remediation & redevelopment actions are protective of public health, the environment and local development needs

Environmental Outcomes	Strategies	Objectives	Performance Measures for Objectives
<ol style="list-style-type: none"> Numbers of site closures, state funded responses, and federal removal actions. (Annual) Percent of sites brought back into compliance via institutional control audits. (Annual) 	<ol style="list-style-type: none"> Give priority to reducing public health risks by returning sites to safe levels. Ensure adequate safeguards on the use of property with residual contamination. Through site cleanups, reduce the population exposed to cancer risk. 	<ol style="list-style-type: none"> <ol style="list-style-type: none"> Issue 300 closures per year. Initiate 50 state funded response contracts annually. Initiate 2 federal removal actions annually. Return 100% of sites found to be out of compliance back to compliance. 	<ol style="list-style-type: none"> <ol style="list-style-type: none"> Number of closures issued. Number of state funded response contracts initiated. Number of federal removal actions initiated.

			<p>2. Numbers of institutional control audits, sites needing follow-up based on the audits, and sites brought back into compliance after the audits.</p> <p>3.</p> <ul style="list-style-type: none"> a. Decreased population exposed to cancer risk due to completed site cleanups associated with contaminated private wells or contamination within 100 feet of private wells. b. Decreased population exposed to cancer risk due to completed site cleanups associated with contaminated municipal wells. c. Decreased populations exposed to cancer risk through direct soil contact due to the following types of site cleanups: (1) contaminant removal and (2) institutional controls.
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Providing Excellent Customer Service

By 2008, 90% of facilities receiving an air permit rate the experience as good or excellent

Customer Service Outcomes	Strategies	Objectives	Performance Measures for Objectives
<p>1. The percentage of respondents that rate Air Management's permitting program as good or excellent in five categories: responsiveness, efficiency, timeliness, effectiveness and consistency.</p>	<ol style="list-style-type: none"> 1. Through the Air Permit Improvement Initiative (APII), create technical exemptions, permit off-ramps, registration permits, general permits and other instruments to shorten the time and reduce the cost it takes to get a permit without jeopardizing air quality goals. 2. Redesign Air Management's data management system and implement an integrated single data system that covers at least air permits, emissions inventory and compliance/enforcement. Utilize data from the new system to further enhance permit production 3. Use technological advancements such as electronic filing to facilitate permit application and review. 4. In follow-up to APII use an internal efficiency study of the air permitting program to develop a plan for continued permit program improvement. 5. Implement a training program for permit-writers to improve efficiency and effectiveness based upon new tools and methods developed under APII and addressing areas of concerns raised by internal study. 	<ol style="list-style-type: none"> 1. Permits issued within statutory deadlines 2. Knowing the status of permit review 3. Consistent application of applicable requirements 4. Provide ability to submit permit applications on-line 5. Ability to start construction prior to air permit being issued to avoid undue hardship 	<ol style="list-style-type: none"> 1. Milestones: Under AMT leadership, implement new permit tools by July 2007. 2. Milestones: The on-line emissions reporting system is thoroughly tested by December 2006 and is operational for on-line reporting of 2006 emissions data at the end of January 2007. 3. Milestones: Evaluate and test the data management system on test data sets by April 2007. Have fully operational integrated database system complete by June 2007. Complete staff training on new system by September 2007. 4. Track the percentage of permit recipients rating their air permit experience as good or excellent. 5. Milestones: By July 2007, develop training modules for permit writers to implement new permit tools. Complete staff training by Sept, 2007. Conduct internal efficiency study by July 2008.

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

Customer Service Outcomes	Strategies	Objectives	Performance Measures for Objectives
<ol style="list-style-type: none"> 1. Numbers of Waste Registry screenings completed and new sites added to Remediation & Redevelopment Tracking System (BRRTS). (Annual) 2. Number of emergency responses initiated. (Annual) 3. Numbers of NR 708 no further actions and follow-ups on old dog sites. Percent of total open sites with RP action in the last 2 years. Timeliness of review of technical and redevelopment assistance documents. 4. Time it takes to make grant awards and grant reimbursements. (Annual) 	<ol style="list-style-type: none"> 1. Proactively discover contaminated sites. 2. Give priority to effective emergency responses. 3. Emphasize progress toward completing cleanups and providing redevelopment assistance in a timely and efficient manner. 4. Administer grants in a timely and efficient manner. 	<ol style="list-style-type: none"> 1. <ol style="list-style-type: none"> a. Add 200 new sites per year to BRRTS. b. Complete 250 Waste Registry screenings per year. 2. Respond to all spill notifications in a timely manner. 3. <ol style="list-style-type: none"> a. Complete 120 NR 708 no further actions annually. b. Complete 150 follow ups per year on old dog sites by sending push letters or taking other actions. 4. <ol style="list-style-type: none"> a. Award Site Assessment Grants and Greenspace Grants within 90 days of grant application deadlines. b. Make Site Assessment Grant and Greenspace Grant reimbursements within 30 days after receipt of a complete request. 	<ol style="list-style-type: none"> 1. <ol style="list-style-type: none"> a. Number of new sites added to BRRTS. b. Number of Waste Registry screenings completed. 2. Number of emergency responses initiated. 3. <ol style="list-style-type: none"> a. Number of push letters sent or other actions taken on old dog sites. b. Percentage of open sites with any action taken by RPs in the last 2 years. 4. <ol style="list-style-type: none"> a. Length of time it takes to make Site Assessment Grant and Greenspace Grant awards. b. Length of time it takes to make Site Assessment Grant and Greenspace Grant reimbursements.

By 2009, 95% of waste disposal facilities are in compliance with owner financial responsibility requirements

Customer Service Outcomes	Strategies	Objectives	Performance Measures for Objectives
Assure all landfills are in compliance with financial assurance requirements.	<ol style="list-style-type: none"> Assure all landfills are in compliance with financial assurance requirements. Support the Governor's Blue Ribbon Task Force development of the framework for OFR. Develop revisions to NR500 to include incentives for reducing financial assurance requirements in proportion to degree or organic stabilization. Develop revisions to NR500 to reduce long-term financial risks from landfills. 	<ol style="list-style-type: none"> Large landfills (>5 million cubic yards) are in compliance by July 2006. Medium landfills (0.5 to 5 million cubic yards) are in compliance by July 2007. Small landfills (<0.5 million cubic yards) are in compliance by July 2008. 	<ol style="list-style-type: none"> Number of landfills reviewed per region and compliance status determined.

Increase the public's use of remediation & redevelopment tools

Environmental Outcomes	Strategies	Objectives	Performance Measures for Objectives
<ol style="list-style-type: none"> Provide public access to the location and other site-specific information regarding known contamination sites in the state. Provide public access to site-specific information regarding sites closes with residual contamination within 60 days of closure. 	<ol style="list-style-type: none"> Emphasize geolocation data made accessible to the public. Encourage public use of the RR program's web site and property databases. Give priority to providing the public with publications and other general outreach materials. Market program services through green team meetings, public speaking appearances, etc. 	<ol style="list-style-type: none"> <ol style="list-style-type: none"> Geolocate 1,000 properties per year. Add 500 total sites to the GIS Registry per year. 35,000 web hits to BRRTs property module and GIS Registry of Closed Sites per year. 4 press articles, 3 brochures, 4 ReNews editions, 25 e-newsletters, 10 other publications, 20 web pages developed or 	<ol style="list-style-type: none"> <ol style="list-style-type: none"> Number of properties geolocated. Total number of sites added to the GIS Registry. Number of web hits to BRRTS property module and GIS Registry of Closed Sites. Numbers of press articles, brochures, ReNews editions, e-newsletters, other publications,

		<p>updated per year.</p> <p>3. 40 green team meetings, 10 public speaking engagements, and 3 workshops per year.</p>	<p>and web pages developed or updated per year.</p> <p>4. Numbers of green team meetings, public speaking engagements, and workshops per year.</p>
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Growing Wisconsin's Economy

By 2012, increase the redevelopment of brownfields in Wisconsin's communities by completing brownfield transactions and making acres available for productive use			
Economic Growth Outcomes	Strategies	Objectives	Performance Measures for Objectives
<p>1. Complete 200 brownfields-related transactions per year (e.g. exemption and assurance letters, Certificates of Completion, grant awards.</p> <p>2. Add at least 600 acres of property made available for productive reuse annually.</p>	<p>1. Provide tools to encourage and achieve successful property transactions at contaminated properties.</p> <p>2. Encourage opportunities for redevelopment.</p>	<p>1.</p> <ul style="list-style-type: none"> a. Issue 150 exemption and assurance letters per year. b. 20 sites enter the VPLE process; 10 VPLE sites receive Certificates of Completion per year. c. Award 45 Site Assessment Grants and 5 Greenspace Grants per year. <p>2. Make 600 acres of property per year available for productive reuse.</p>	<p>1.</p> <ul style="list-style-type: none"> a. Number of exemption and assurance letters issued. b. Number of sites entering the VPLE process; number of VPLE sites receiving Certificates of Completion. c. Numbers of Site Assessment Grants and Greenspace Grants awarded. <p>2. Acres of property made available for productive reuse.</p>

Goal: By 2015, increase waste material reuse and recycling by 30%

Economic Growth Outcomes	Strategies	Objectives	Performance Measures for Objectives
<ol style="list-style-type: none"> 1. Increase the number of tons of municipal solid waste diverted from landfills by the residential sector through recycling (Base Year 2003). 2. Increase the number of tons of municipal solid waste diverted from landfills by the business sector through recycling (Base Year 2003). 3. Decrease the tons of Resource Conservation & Recovery Act (RCRA) hazardous waste (HW) generated and increase the tons of hazardous waste that are reused (Base Year 2003). 4. Increase the tons of industrial waste reported for beneficial reuse projects (Base Year 2003). 	<ol style="list-style-type: none"> 1. By December 2007, develop and implement long term vision of waste materials management, recycling and solid waste disposal for Wisconsin. 2. By 2010 we have established two partnerships to improve material recycling and reuse and one legislative effort to promote producer responsibility. 3. Increase efficiency of Wisconsin's recycling program. 4. Increase beneficial use. 	<ol style="list-style-type: none"> 1. Increase efficiency of Wisconsin's recycling program 2. Develop guidance and outreach materials for staff and externals to encourage an increase in appropriate recycling of electronic waste. 3. By 2010, establish two partnerships to improve material recycling and reuse and one legislative effort to promote producer responsibility. 4. Reduce tons of hazardous waste generated, using a 2005 baseline of 179,354 tons generated by 1401 large- and small- quantity generators of hazardous waste. 5. Increase beneficial use. Develop IT system to track beneficial use data in order to more accurately track how much and what types of industrial wastes are being beneficially reused, rather than disposed of. 	<ol style="list-style-type: none"> 1. Number of communities recognized for zero waste policies. 2. Number of construction contractors/projects using on-line tracking system. 3. Recycling Responsible Unit compliance rate. 4. Number of low hazard exemptions approved.



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