

# WISCONSIN DEPARTMENT OF NATURAL RESOURCES 2018 BIENNIAL REPORT

## Secretary's Message

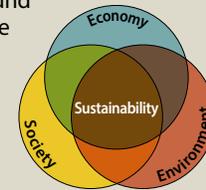
Dear Wisconsin Legislators,



From my experience in the private sector, and as a former mayor and legislator, I know the importance of listening to customers and adapting to meet their needs. Here at the Department of Natural Resources, we take that seriously, and our commitment to our customers has never been stronger. Within the pages of this Green Tier biennial report, you can see how Green Tier's customer commitment contributes to our participants' outstanding achievements.

I am proud to celebrate our customers and partners who know the value of proactively addressing their environmental footprint. Whatever their needs, we offer tools for our customers to assist them in reaching their goals. We provide that proactive support to help them learn what environmental regulations apply to them, find ways to be more efficient or voluntarily reduce their environmental footprint. DNR's voluntary Green Tier, Small Business Environmental Assistance and Compliance Audit programs empower Wisconsin companies to be successful, while enhancing their communities and the state.

Every day we work to follow the law, use sound science and common sense to balance the needs of our citizens, and uphold our mission to ensure a healthy environment, all while supporting a robust economy. This diagram is a great depiction of how we, like those represented in this report, are committed to balancing the three elements of sustainability.



I invite you to enjoy the stories of a few of our outstanding Wisconsin companies and partners. As you watch our videos, I think you'll agree that our Green Tier participants are key to making Wisconsin sustainable now and into the future. Please reach out if you have someone in your district that you think would like to share their sustainability story.

Sincerely,

Secretary Daniel L. Meyer

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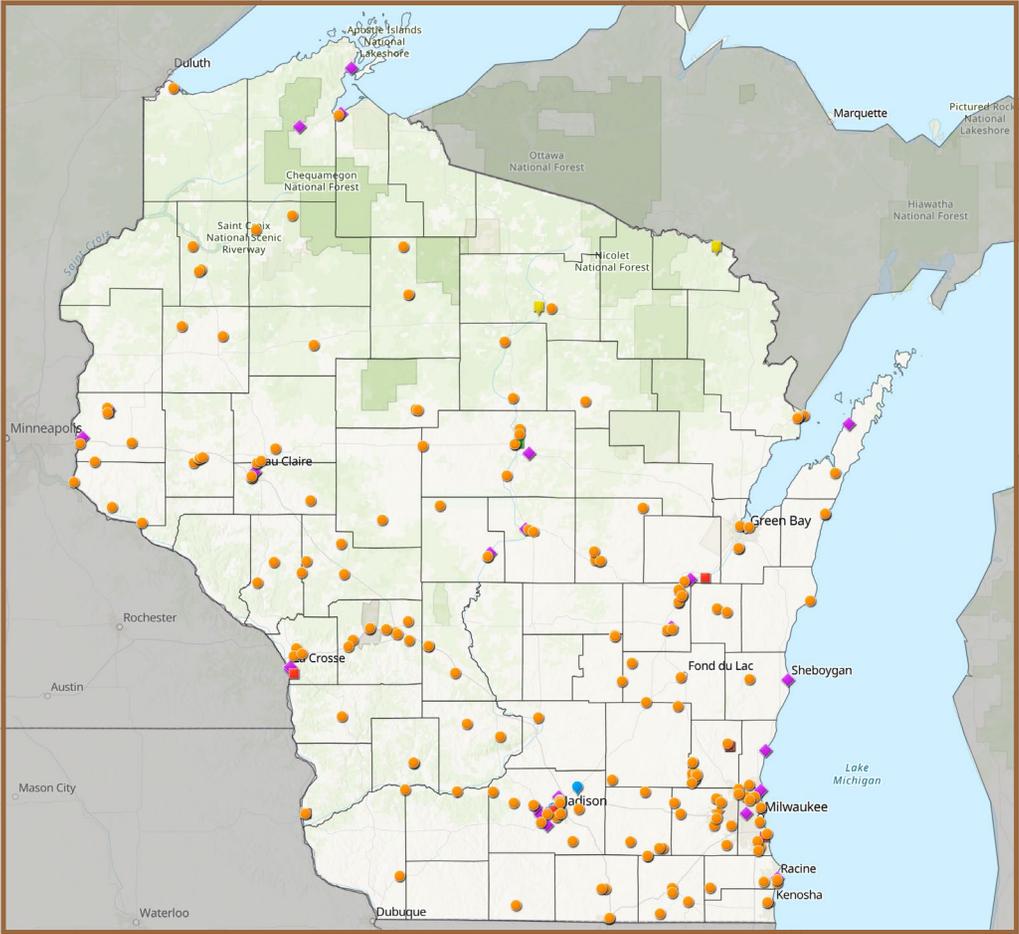
Empowering Compliance, 11



# PARTICIPANTS

Click on our interactive map to see locations of Green Tier participants and customization options that allow you to view participants by: district, county and at each level of Green Tier. As you can see from the map, we have participants from a wide variety of industries all around the state.

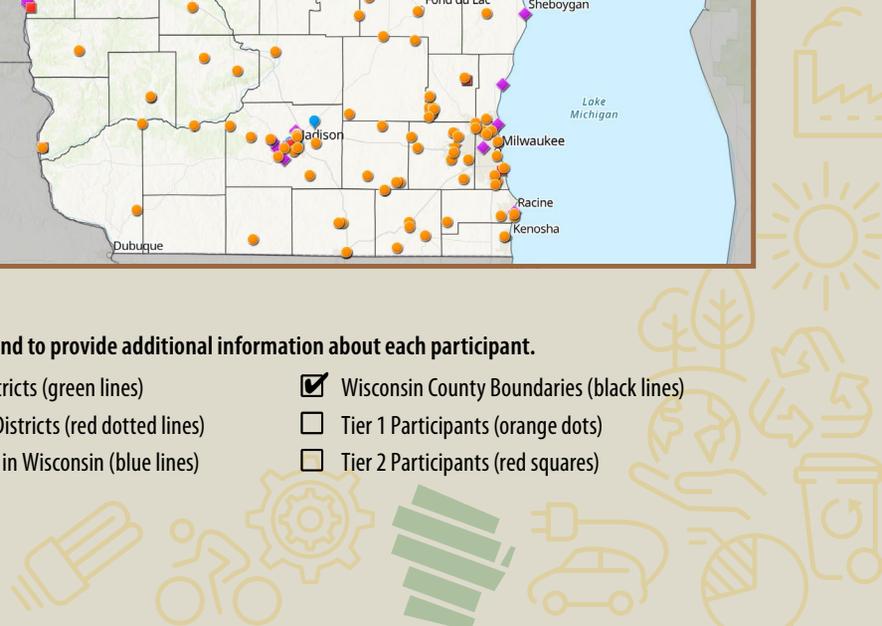
Click [HERE](#) for a complete list of Green Tier participants or below for the interactive map.

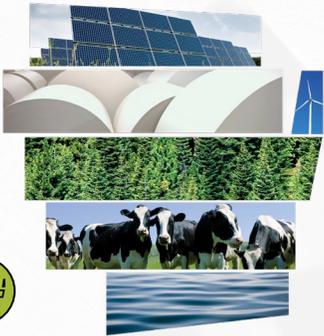


## LEGEND

Each dot on the map will expand to provide additional information about each participant.

- Wisconsin State Senate Districts (green lines)
- Wisconsin State Assembly Districts (red dotted lines)
- U.S. Congressional Districts in Wisconsin (blue lines)
- Wisconsin County Boundaries (black lines)
- Tier 1 Participants (orange dots)
- Tier 2 Participants (red squares)





# GUIDE TO GREEN TIER



Wisconsin is extremely proud of Green Tier participants who have embraced the program's vision to continually improve their environmental performance. Green Tier welcomes all types of participants from a variety of industries, communities and nonprofits. Participants range in size from as few as three employees to as many as 5,000.

To be part of Green Tier, participants:

- ✓ Enter with a sound environmental record.
- ✓ Use an environmental management system to guide their goal-setting and decision-making.
- ✓ Audit their management system annually.
- ✓ Produce annual reports on their progress and future goals.

The environmental management system (EMS) that participants use to drive their performance is based on an internationally recognized platform. The framework not only supports compliance with environmental regulations, but also drives participants to look for opportunities to reduce their environmental footprint through a "Plan-Do-Check-Act" continuous improvement loop.

Annual audits allow participants to ensure their EMS is fully functioning and to verify compliance with environmental requirements. Through Green Tier's EMS framework, companies can lower risks and boost productivity, saving time and money through the development of more efficient processes.

**TOTAL NUMBER OF PARTICIPANTS**  
**Tier 1** - 63 participants with 194 facilities  
**Tier 2** - 7 participants with 8 facilities  
**Charters** - 6 agreements

## Green Tier Offers Three Participation Options:

**Tier 1** is designed to encourage new environmental goal-setting through the EMS and show their commitment to environmental performance. Participation at the Tier 1 level is designed for those who are committed to enhanced environmental protection to distinguish themselves from others. Tier 1 participants are generally environmental innovators with proactive management teams.

**Tier 2** is designed for participants with an effective EMS. Negotiated contracts provide customized options for regulatory flexibility that yield exceptional environmental performance.

**Charters** are contracts between Green Tier and an organization formed to support superior environmental performance around a shared mission or interest area. A charter contains commitments, responsibilities and methods to accomplish the stated goals. Charters help business sectors, communities, or other creative groupings of public or private organizations establish and meet environmental objectives.

Waupaca Foundry, a Green Tier participant since 2015, manufactures a variety of iron castings.





# PARTICIPATION PERKS



Green Tier helps companies stand out in a crowded marketplace. We offer participants the ability to differentiate themselves from their competitors with use of the Green Tier logo, building their brand as environmentally conscious. Green Tier supports businesses in demonstrating a commitment to environmental stewardship and responsiveness to customer demand.

Green Tier also provides the following incentives to participants:

- ✓ an assigned liaison from the department called a "Single Point of Contact" or SPOC
- ✓ deferred civil enforcement
- ✓ lowest allowable inspection frequency
- ✓ access to resources and contacts
- ✓ opportunities for collaboration with peers and experts
- ✓ exposure to best management practices and cutting-edge technologies
- ✓ added visibility through the DNR website, social media and other channels

## Looking Forward

Legislators recognize that flexibility yields innovation and results. In an effort to support manufacturing, the Wisconsin legislature developed another option for manufacturers who are committed to proactively addressing their environmental footprint. Through 2017 Wisconsin Act 70, Green Tier participants who want to redevelop a brownfield can soon take advantage of air permitting flexibility.

Wisconsin Act 70 directs the department to develop a pilot program for those who are eligible for Registration Operation Permits (ROP) for their air emissions. The pilot establishes a process to encourage manufacturing facilities to locate on brownfields, requiring them to manage their environmental performance by participating in the Green Tier program. Participants receive: DNR single point of contact; recognition of superior environmental performance; flexible 10-year air registration permit (allowing up to 80 tons per year); and environmental liability protections.

The department is developing guidelines for pilot participants and is excited to introduce this new concept soon. Please keep watching our [website](#) for more information.

## Green Tier-Specific Air Permit

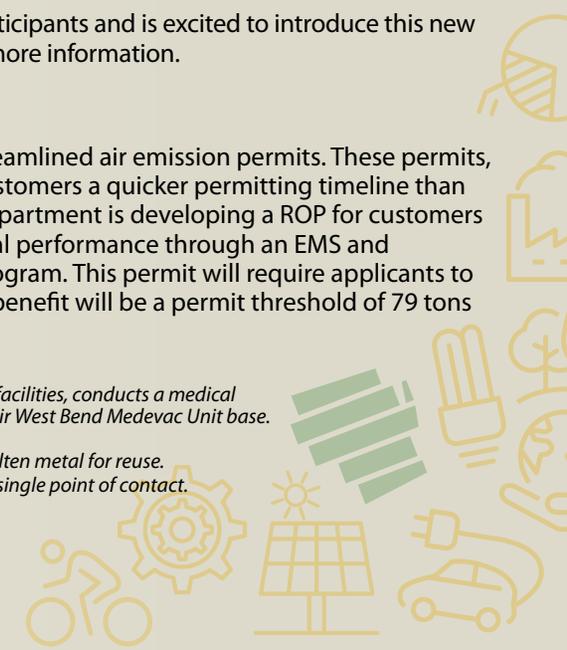
On a parallel track, the department offers several streamlined air emission permits. These permits, called Registration Operation Permits (ROP), offer customers a quicker permitting timeline than individual permits. Building on this approach, the department is developing a ROP for customers who are committed to managing their environmental performance through an EMS and voluntarily participating in Wisconsin's Green Tier program. This permit will require applicants to be a Tier 2 participant in Green Tier. The anticipated benefit will be a permit threshold of 79 tons or 79 percent of a major air source.

*Photos: The Dept. of Military Affairs, a Green Tier participant with 85 facilities, conducts a medical evacuation training mission while flying over Lake Michigan near their West Bend Medevac Unit base. Credit: Joe Oliva, Jetpix.com*

*Winsert, Inc. of Marinette pours castings while capturing escaped molten metal for reuse. Green Tier participants share their perspective on the value of a DNR single point of contact.*

### 2017 WISCONSIN ACT 70

2017 (1) (a); to renumber and amend 75.106 (4); to amend 66.0627 (title), 66.1105 (4) (sm), A. c. 75.106 (2), 292.13 (1m) (intro.) and 292.13 (1) (a); 66.1105 (20), 66.1106 (15), 66.1109 (2m), 66.1109 (a), 292.15 (1) (c) and 292.15 (2) (a) of the statutes; to eliminate the pollution control requirements for certain permittees; to create a new section 75.106 (4) (a) to provide for the creation of environmental assistance by a political subdivision; to amend 66.1109 (2m) (a) to provide for the creation of environmental assistance by a political subdivision; and to amend 66.1109 (2m) (a) to provide for the creation of environmental assistance by a political subdivision.



# THE POWER OF PARTNERSHIPS



## In Their Words

Our four video stories highlight a few of our participants and show how Green Tier has spurred partnerships and initiatives with benefits that reach far beyond Green Tier. Visit <https://dnr.wi.gov/topic/GreenTier/2018Report.html>.



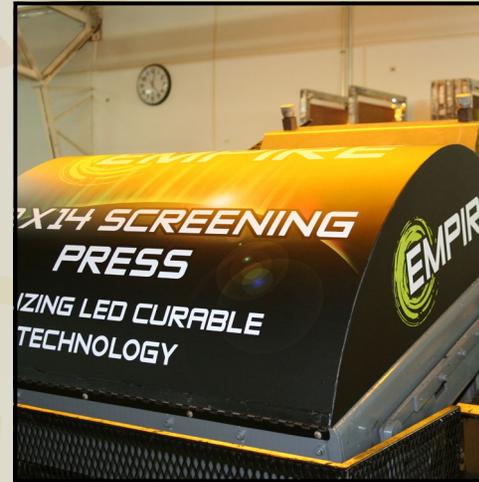
### Wisconsin Urban Wood

Wisconsin Urban Wood teamed up with the Milwaukee Bucks to supply local wood for their new Fiserv Forum. It's a slam dunk connecting supply chains across the state to create high-value, sustainable wood products.



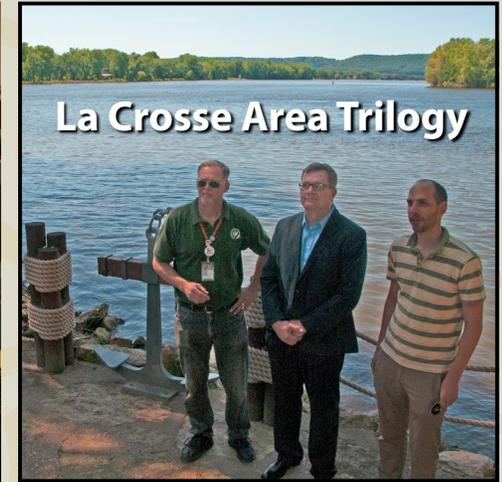
### Crave Brothers Farm

Commitment to future generations drives innovation and stewardship at the Crave Brothers Farm.



### Empire Screen Printing

Empire Screen Printing's investment in state-of-the-art UV LED printing technology has turned competitors into clients.



### La Crosse Area Trilogy

The power of partnerships is on full display in the La Crosse area with the county, city and county Solid Waste Department collaborating to minimize their environmental impacts and maximize their bottom lines.



# SUSTAINABILITY



## IDEAS IN MOTION



With an eye on our commitment to providing excellent customer service, the department has embarked on several new initiatives over the past two years to connect customers with needed expertise and to support them with their environmental efforts.

### Business Support Teams

To broaden our ability to support and encourage the use of Green Tier, Compliance Audit and Small Business Environmental Assistance programs, the department established five regional teams across the state to assist local customers in reaching their environmental performance goals.

Each team is sponsored by the local Secretary's directors who are the eyes and ears of the Secretary's office. Team members are actively participating in team discussions to help partners reach their goals and have representation from the following DNR programs:

- ◆ Remediation and Redevelopment
- ◆ Fisheries Management
- ◆ Water Quality
- ◆ Waste and Materials Management
- ◆ Applied Forestry
- ◆ Wildlife Management
- ◆ Parks and Recreation
- ◆ Environmental Analysis
- ◆ Natural Heritage Conservation
- ◆ Air Management
- ◆ Drinking Water and Groundwater
- ◆ Sustainability and Business Support

Headed by department leadership, these teams are all pulling in the same direction to make sure our customers know about the department's voluntary programs that can help them reduce their environmental risk, identify efficiencies and demonstrate their commitment to strong environmental stewardship. Each program fills an important niche to support all aspects of a facility's environmental needs and potential, including:

- ✓ **Small Business Environmental Assistance** to provide regulatory support.
- ✓ **Compliance Audit** to empower businesses through self-assessments.
- ✓ **Green Tier** to help participants look beyond compliance.

(continued on next page)

Photos: Members of DNR's Environmental Performance Area Support Teams.  
Top: Southeast Region.  
Bottom: South Central Region.



## DNR Continuous Improvement

Just as Green Tier participants actively assess their progress through the “Plan-Do-Check-Act” environmental management system (EMS), the department is continually evaluating how we manage the program to find better ways to support our participants and ensure their success. Through meaningful conversations with participants, DNR field staff and outside Green Tier auditors, we are fine-tuning some of our practices to enhance the Green Tier experience. We are also intensifying our efforts to:

- ✓ Ensure applicants better understand the scope of the program and their commitments through one-on-one coaching and improved guidance.
- ✓ Encourage DNR single point of contacts (SPOCs) to proactively and consistently reach out to their participants.
- ✓ Deliver monthly emails to SPOCs to help them stay in tune with the program and provide pertinent information they can share directly with their participants.
- ✓ Send regular reminders to participants when annual reports and audits are due.
- ✓ Further integrate Green Tier and business support into the work of all DNR programs.
- ✓ Streamline internal processes to clarify roles and administer the program more efficiently.

## Auditors Bring Credibility

Green Tier-approved [auditors](#) play a key role in helping participants maximize the impact of their environmental management system. We have forged a productive partnership with a group of committed auditors who are well versed in our program’s language and see first-hand the strengths and opportunities of our participants. Approved Green Tier auditors provide credibility to the program by ensuring participants are driving their performance through their EMS.

Together, we are working with auditors across the state to further develop a focused skillset within a network of professional auditors so they can deliver quality Green Tier audit services to our participants. Our work includes discussing a range of strategies to:

- ✓ Identify common misconceptions and confusion about Green Tier requirements and strategies to help participants overcome them.
- ✓ Work with participants to strengthen their EMS, particularly for those who choose to develop their own.
- ✓ Develop a training program unique to Green Tier requirements for new and approved Green Tier auditors.
- ✓ Mentor less experienced auditors in Green Tier requirements.

**“Green Tier auditors gave us validation that we’re going in the right direction and [showed us how] we need to improve.”**

– Jennifer Schloesser, Empire Screen Printing



DNR staff learn about customized and carbon neutral shipping initiatives at Yunker Industries, Elkhorn.



Green Tier-approved external auditors advise DNR on program improvements.



## COLLABORATIVE CHARTERS

Unique in U.S. environmental law, Green Tier charters provide a legal framework to form an association of public and private entities to work toward superior environmental performance. A charter is a contract between DNR and a group committed to helping its members reach shared sustainability goals. Charter groups often form around business sectors, supply chains or other areas of common interests. The charter document includes goals, responsibilities and strategies to meet goals, which is then shared for public input.

Benefits of charter membership include:

- ✓ *networking and knowledge transfer*
- ✓ *resource-sharing for joint initiatives among members*
- ✓ *access to technical assistance in state agencies*
- ✓ *single point of contact or liaison within DNR*
- ✓ *additional point considerations for state grants*
- ✓ *improved visibility through DNR website and other channels*

Charters have proven to be a strong conduit to bring nonprofits, business associations, universities, communities and state government together to solve problems and build alliances around the state. These partnerships and shared resources empower participants to leverage the network and create positive change.

Visit our website to read more about our Green Tier charter members:

- ◆ [\*Clear Waters Initiative\*](#)
- ◆ [\*Legacy Communities\*](#)
- ◆ [\*Wisconsin Consulting Foresters \(WCF\) Environmental Results Charter\*](#)
- ◆ [\*Wisconsin Master Logger Environmental Results Charter\*](#)
- ◆ [\*Wisconsin Printing Industry Superior Environmental Performance Charter\*](#)
- ◆ [\*Wisconsin Urban Wood\*](#)

Photos top to bottom: A farmers market in Wauwatosa, a Green Tier Legacy Community, features a variety of food products from regional producers.

Clear Waters Initiative Charter demonstrates FOD trackout mats to prevent erosion at construction sites.

Painted rain barrels in Ashland, WI.

Tree harvester.

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**GREEN TIER LEGACY COMMUNITIES**

- ◆ 800,000 residents live in a Legacy community or county, 15 percent of Wisconsin's population
- ◆ 19 cities and villages
- ◆ 4 counties



### Legacy Communities Charter

Legacy Communities, a charter with 19 municipalities and four counties, has doubled in size within the past three years. With a mission to build sustainable and thriving communities, the impact of their work is felt by more than 800,000 residents from around the state. Sustainability initiatives have centered on transportation, land use, energy, waste, water conservation and public health.

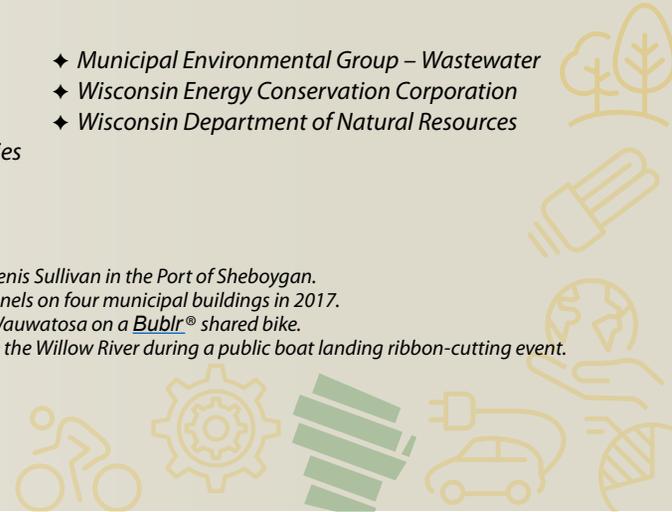
In 2017, Legacy Communities received a five-year, \$1 million grant, to address public health equity through local policy-making and programming efforts. The charter framework created a network between local, county and state governments – as well as a statewide nonprofit and University of Wisconsin health experts – to improve public health outcomes for all residents, including at-risk populations.

The Legacy Communities Charter was also the catalyst in launching the Wisconsin Property Assessed Clean Energy Commission (PACE) financing tool, which is now available in 34 counties and growing. PACE is an innovative program that enables commercial property owners to obtain low-cost, long-term loans for energy efficiency, renewable energy and water conservation improvements. Charter members and partners have been instrumental in identifying five new PACE projects across the state in 2018.

- ◆ 1,000 Friends of Wisconsin
- ◆ Wisconsin Counties Association
- ◆ Center on Wisconsin Strategy
- ◆ League of Wisconsin Municipalities
- ◆ Municipal Environmental Group – Wastewater
- ◆ Wisconsin Energy Conservation Corporation
- ◆ Wisconsin Department of Natural Resources



Photos top to bottom: Sailing Vessel (S/V) Denis Sullivan in the Port of Sheboygan. Fitchburg installs 362 kW of solar electric panels on four municipal buildings in 2017. A bicyclist rides in a dedicated bike lane in Wauwatosa on a **Bubl®** shared bike. New Richmond mayor and residents paddle the Willow River during a public boat landing ribbon-cutting event.

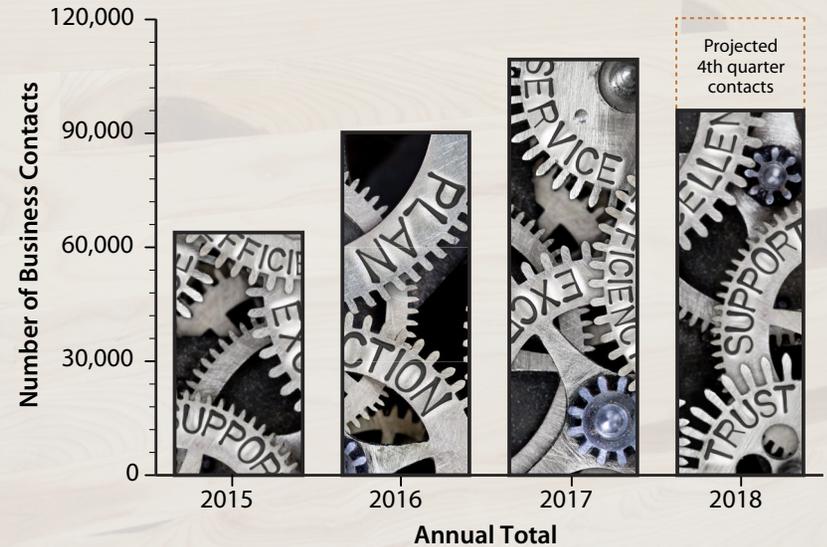


## SMALL BUSINESS SUPPORT

At the department, we know that environmental regulations can be confusing, so we are committed to providing free, confidential assistance to small Wisconsin companies through our Small Business Environmental Assistance Program (SBEAP). We meet customers' needs by offering services tailored to small businesses. Our customers access environmental compliance and sustainable business information through one-on-one coaching, group trainings and [online and print materials](#).

We also convene a business advisory panel called the Small Business Environmental Council. Members are appointed by the governor, the legislature and the DNR secretary. Our goal is to provide small businesses with the information and contacts they need for all their environmental questions, so they can do the right thing for the environment and their business.

Wisconsin's SBEAP reach has increased by 60 percent over the past biennium. In recognition of Wisconsin's growth in outreach to businesses, demonstrated leadership, and outstanding support for our small businesses, the national SBEAP network awarded the 2017 Small Business Environmental Assistance Program Excellence Award to Wisconsin DNR's program.



Wisconsin's Small Business Assistance contacts increased by 60 percent over two years.





# EMPOWERING COMPLIANCE



Another voluntary tool to help businesses meet environmental requirements is the [Environmental Compliance Audit Program](#). This self-audit program encourages facilities to proactively assess operations and practices to verify compliance, and correct any violations that are discovered during the audit. In turn, the program offers some liability protections and caps fines for eligible violations discovered during the voluntary audit.

The program helps facilities improve their awareness of environmental requirements, which allows them to take ownership of their compliance, actively correct any violations and reduce risks. Similar to Green Tier, auditors often recommend strategies to improve practices that result in efficiencies and cost savings.

A company may choose to participate in the program when:

- ◆ *Buying, selling or expanding a facility.*
- ◆ *Experiencing staff/management turnover.*
- ◆ *Joining Green Tier and/or auditing their EMS.*
- ◆ *Looking for efficiencies and cost savings.*
- ◆ *Satisfying risk management requirements.*
- ◆ *Providing verification documentation for customers, supply chain, shareholders or potential investors.*

The department is committed to connecting businesses to environmental experts and resources to spur ideas for improving efficiency as well as innovating. For those who choose to participate in the Compliance Audit Program, we have more opportunities to connect with them to answer questions on audit findings or to celebrate their successful management of environmental requirements. We hope that those who use the program feel good about taking action to reduce their liability and improve their environmental performance. We applaud our customers who take advantage of this voluntary program as it also helps us use our own resources more wisely.

The department received environmental Compliance Audit Reports from four facilities during the period from January 1, 2017 through November 9, 2018. Participants are located in: Dodge, Lincoln, Milwaukee and Racine counties. The audit reports were received from both public and private entities.

*Top photo: State-of-the-art wastewater treatment plant, Port Washington, WI.*

### COMPLIANCE AUDIT REPORT CARD

**Number of potential violations reported by type:**

- Air violations disclosed: 12
- Water violations disclosed: 0
- Solid waste violations disclosed: 0
- Hazardous waste violations disclosed: 0
- Other environmental violations disclosed: 0

**Number of reported violations involving each of the following:**

- Failure to have a required permit: 3
- Failure to have a required plan: 1
- Violation of a condition of a permit: 4
- Release of a substance to the environment: 0
- Failure to report: 3
- Other: 1

Eleven corrective actions were completed within 90 days.



**SUSTAINABILITY AND BUSINESS SUPPORT**  
WISCONSIN DEPARTMENT OF NATURAL RESOURCES • MADISON, WI • 2018

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