

WISCONSIN DEPARTMENT OF NATURAL RESOURCES

2011-13 BIENNIAL REPORT



Photograph courtesy of Bob Queen
Location: Sandhill Wildlife Area, Wood County



State of Wisconsin
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October 14, 2013

Governor Scott Walker and Members of the Wisconsin State Legislature,

I am pleased to provide you with the *Department of Natural Resources 2011 – 2013 Biennial Report* in accordance with s. 15.04 (1)(d).

This document includes:

- a brief overview of the agency organizational structure and functions
- a review of performance and operations highlights during the 2011–13 biennium
- a summary of agency goals and objectives for the 2013–15 biennium
- an overview of our 2013-15 biennial budget, and
- a summary of our progress toward implementing flex-time and alternative work schedules.

Please let us know if you have any questions regarding this report or would like additional information.

Sincerely,

A handwritten signature in black ink, appearing to read 'Cathy Stepp'.

Cathy Stepp,
Secretary

**Department of Natural Resources
2011-13 Biennial Report**

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AGENCY DESCRIPTION

The Department is administered by a secretary who is appointed by the Governor with the advice and consent of the Senate. The Natural Resources Board directs and supervises the Department and consists of seven citizen members appointed by the Governor with the advice and consent of the Senate. The Department is organized with a headquarters office in Madison, five regional offices and over 200 other field stations and offices. The central office staff assists the secretary in directing the regions, which carry out the field operations of the Department. Over 70 percent of the Department's personnel operate from field stations outside of Madison.

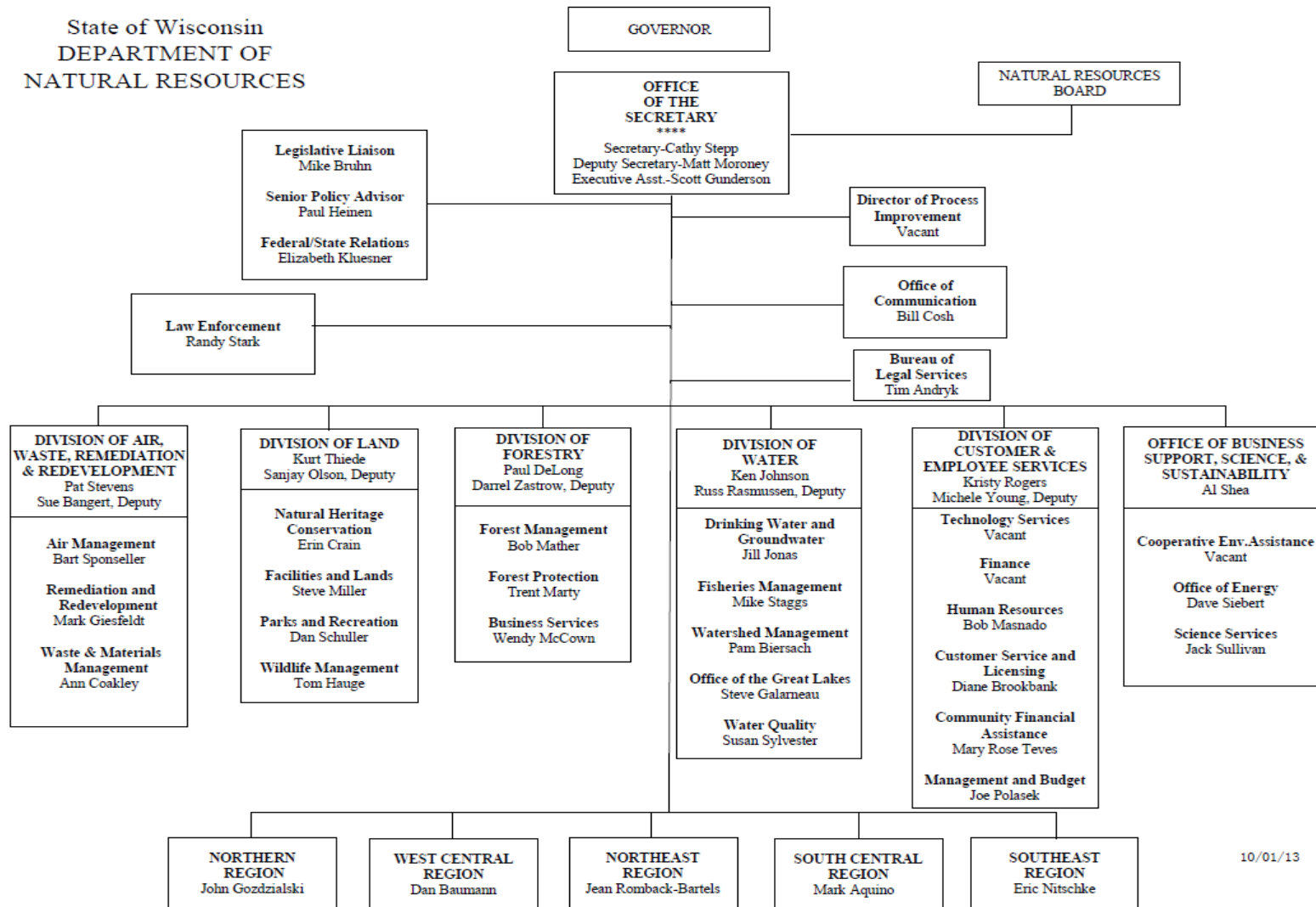
The Department coordinates the preservation, protection and regulation of the natural environment for the benefit of the people of this state and its visitors. Included in its objectives are water and air quality maintenance; water supply regulations; solid and hazardous waste management; fish and wildlife management; forest management and protection; providing parks and recreation opportunities; lake management; wetland, shoreland and floodplain protection; and law enforcement.

The Department also coordinates federal, state and local aid programs of the U.S. Fish and Wildlife Service, U.S. Forest Service, U.S. Environmental Protection Agency and other federal agencies and administers federal funds available for outdoor recreation, thereby taking a lead role in planning state outdoor recreation facilities. It administers state aid programs for local outdoor recreation and pollution abatement.

The Department is organized into programs and subprograms to facilitate the accomplishment of its mission. The six divisions which have primary responsibility for the Department's programs are:

1. Land
2. Forestry
3. Air, Waste, Remediation & Redevelopment (AWARE)
4. Enforcement and Science
5. Water
6. Customer and Employee Services (CAES)

State of Wisconsin
DEPARTMENT OF
NATURAL RESOURCES



Land Division

I. DIVISION SUMMARY

The Land Division plans and directs activities to protect, manage, conserve, and wisely use the state's lands, plants, wildlife and recreational resources. This program's goals are accomplished by establishing objectives which include developing and maintaining game and non-game wildlife populations; coordinating long-range programs of management and protection for endangered resources; and providing necessary acquisition, development and operations for statewide recreational and conservation activities within parks, southern forests, wildlife lands, scientific and natural areas.

The Division leadership is made up of the Land Division Administrator, the Deputy Administrator and four District Land Program Managers. This leadership team, working in concert with the four bureaus, develops policy and strategic direction as well as coordinates implementation and integration statewide.

Bureaus within the Division include:

The **Bureau of Wildlife Management** works with people to protect and manage Wisconsin's wildlife populations and their habitats, and to promote wildlife enjoyment and appreciation for the benefit of current and future generations.

The **Parks and Recreation Bureau** provides areas for public recreation and for public education in conservation and nature study. An area may qualify as a state park by reason of its scenery, its plants and wildlife, or its historical, archaeological or geological interest. The Department is responsible for the selection of a balanced system of state park areas and for the acquisition, development and administration of the state parks. The Parks Bureau provides our citizens and visitors, of all ages and abilities, with the highest quality state parks, forests, trails, educational experiences, resource stewardship and services in their pursuit of a full range of nature-based outdoor recreational opportunities.

The **Bureau of Natural Heritage Conservation** works to conserve Wisconsin's biodiversity for present and future generations. The goal is to identify, protect and manage native plants, animals and natural communities from the very common to critically endangered. The bureau works with others to promote knowledge, appreciation and stewardship of Wisconsin's native species and ecosystems.

The **Facilities & Lands Bureau** provides the Department real estate services, engineering and construction management services, facilities management, state lands management, and planning for state lands protection, use, and development. It works with and on behalf of all property-holding programs in the Department and is an active partner in helping the programs accomplish their goals. The cooperative work with all Department programs makes a major contribution to protecting the state's air, land and water resources, protecting public health, providing diverse recreational opportunities, and protecting ecosystems and the sustainable economies that depend upon these ecosystems.

II. GOALS & OBJECTIVES

Goal: Provide the highest quality state park experience, resource stewardship, nature education and service to visitors of the Wisconsin State Parks System (WSPS).

Objective/Activity: WSPS currently hosts over 14 million visits each year. To accommodate the significant numbers of visitors enjoying the parks, the Department is pursuing opportunities to expand the recreational offerings available to visitors through the addition and development of new properties and recreational facilities throughout the state. In addition, the WSPS is working to match the available resources system wide with the needs of its visitors in order to maximize efficiencies, implement the tenets of the WSPS strategic plan, and address deficiencies in resources at select locations.

PERFORMANCE MEASURES

2012 AND 2013 GOALS AND ACTUALS

Performance Measure	Goal 2012	Actual 2012	Goal 2013	Actual 2013
Number of visits to the Wisconsin State Parks System.	14,250,000	15,355,316	14,300,000	14,728,032
Average turn-around time for reviews under the Endangered Resources Review Program	10 working days	7.5 working days	10 working days	7.5 working days
Improve and enhance the public's access to departmental lands	50 properties	309 properties	150 properties	173 properties
Percentage of State Parks, Southern State Forests, State Trails and State Recreation Areas that have completed an initial application or continuing application for Travel Green Wisconsin certification status	100%	100%	100%	100%

2014 AND 2015 GOALS

Performance Measure	Goal 2014	Goal 2015
Number of visits to the Wisconsin State Parks System.	14,350,000	14,400,000

III. ACCOMPLISHMENTS

Bureau of Wildlife Management Accomplishments

Education:

- Educated over 40,000 program participants at DNR's wildlife conservation education centers and special events
- Co-hosted the Wisconsin Outdoor Education Expo
- Grew the National Archery in the Schools Program to over 450 schools
- Provided print copies of the hunting and trapping regulations to over 1.9 million people
- Conducted six demonstrations that highlight the superior performance of copper bullets
- Graduated (with the Wisconsin Trappers Association) over 1,000 participants in trapper education and participated in humane trap research

Wildlife Species Work:

- Wolves within the Great Lakes Distinct Population Segment were removed from the federal endangered species list on January 27, 2012, returning management authority to the states. Wisconsin's wolf management plan guided management decisions including depredation control and public harvest.
- Collected bird and mammal harvest and age data, license surveys and banded over 10,000 waterfowl to assist in developing season frameworks and harvest quotas
- Conducted the spring waterfowl breeding survey: 521,079 ducks and 145,386 geese
- Continued to be a national leader (with the help of over 200 citizen scientists) in using surveys for birds difficult to detect by normal survey methods: owls, nightjars, marsh birds
- Placed 3,322 tetracycline-laced bear baits across 32 counties as part of a mark-recapture research project resulting in a preliminary statewide black bear population estimate of 18,500 bears
- Began evaluating Grassland Bird Conservation Areas in Wisconsin
- Worked with Wisconsin Bird Conservation Initiative and Bird City Wisconsin committee to expand the program
- Worked with partners to begin drafting a revision of the Wisconsin Wild Turkey Management Plan
- Used Wild Turkey, Pheasant and Waterfowl Stamp revenue for wetland, grassland, savanna and forestry projects
- Continued CWD surveillance in southern Wisconsin and sampled over 5,300 deer to determine disease prevalence and distribution
- Amended the elk management plan to bring more elk to the Clam Lake herd, reintroduce elk into Jackson County, and expand the elk range
- Fitted (since 2011) 494 deer with radio collars to estimate mortality rates and causes in northwest and east-central Wisconsin
- Reported fawn and adult deer mortalities attributed to bears, bobcats, coyotes, wolves, unknown causes, hunting and road kills
- Initiated a field research project to assess badger habitat use, distribution, and survival in southwest Wisconsin
- Completed an intensive research project on blue-winged teal--assessing survival, mortality, and habitat use in southern Wisconsin

Hunting:

- Increased Canada goose hunting days statewide by seven, thus attaining the maximum number of days allowed by federal treaty.
- Established a wolf harvest season in the fall of 2012. State quota was 116; 117 wolves were taken.
- In cooperation with participating counties and volunteers, coordinated 122 deer processors statewide that assisted hunters who donated over 3,000 deer. Donations resulted in approximately 140,000 pounds of venison provided to local food pantries in 2012.
- Partnered with conservation clubs to release 54,000 pheasants on 71 public hunting sites

Wildlife Damage:

- In cooperation with participating counties in 2012, provided wildlife damage abatement assistance to over 1,000 agriculture producers experiencing damages to commercial agricultural crops caused by deer, bear, geese, and/or turkey. In addition to providing damage abatement assistance, also paid agricultural producers nearly \$1.4 million in damage compensation for agriculture damages caused by deer, bear, geese, and/or turkey.
- In 2012 provided almost \$140,000 in damage compensation to livestock and pet owners for wolf depredations occurring between April 16, 2012 and December 31, 2012.
- In 2013, awarded Urban Wildlife Damage and Control Grants to seven municipalities totaling \$24,700 financial in assistance for developing a urban Canada goose or Whitetail-deer management plan or Canada goose or Whitetail-deer removal program.
- In 2013, assisted 513 businesses, municipalities or individuals with nuisance wildlife conflicts by administering issuance of federal or state permits to reduce damage incidents.

State Properties

- Completed master plans for 26 wildlife areas, six fishery areas and five state natural areas encompassing 149,000 acres.
- Added 17,400 acres of wildlife area land through fee title, easements, gifts, donations and land transfers. These acres were acquired specifically for management of wildlife populations and habitats.
- Used conservation infrastructure funding through Stewardship for extensive new signage and boundary posting work as well as the maintenance of 62 miles of roads, 141 parking lots, and the development of 209 new parking lots on 60 different wildlife areas across the state.
- Used USDA funding to enroll nearly 43,000 acres of private land that is available for public hunting, fishing, trapping, and wildlife observation through the Voluntary Public Access Program.
- Facilitated wetland habitat projects, including 10 ongoing federal NAWCA grants and completed 19 waterfowl stamp projects

Parks and Recreation Bureau Accomplishments

State Parks & Southern Forests:

- Set attendance (15.36 million) and revenue records (\$19.37 million) for FY 12.
- Worked with the public and the Natural Resources Board to develop recommendations to implement 2011 Act 168, which established hunting and trapping in Wisconsin State Parks.
- The State Parks' Friends Groups recorded 282,000 volunteer hours over the course of the biennium. The Friends generated a total of over \$647,500 in donations in FY 12 to support programming, development, and property needs.
- Attained 100% Travel Green certification for WSPS properties.
- Implemented candidate screening process for credentialed officer hires.
- Opened a new 50 unit campground and day use area at Gov. Thompson State Park.
- Opened a total of 186 new electrified campsites at: Big Foot Beach State Park, Devil's Lake State Park, Peninsula State Park, Interstate State Park, Kohler-Andrae State Park, Kettle Moraine State Forest, Roche-A-Cri State Park, Wildcat Mountain State Park.
- Upgraded the electrical services at 315 campsites at the above listed properties as well as: Hartman Creek State Park, High Cliff State Park, Lake Kegonsa State Park, Yellowstone Lake State Park.
- Completed site remediation and building removal at Rainbow Springs.
- Completed a major property improvement project at Rib Mountain State Park that included a complete road improvement, pedestrian trail component, a new park entrance and visitor service station, new shelter buildings, new flush toilet building, and other day use improvements.

Trails:

- Completed Lake Michigan Water Trail designation as a state trail, in partnership with the U.S. National Parks Service.
- The Friends of Blue Mound State Park, in partnership with the Department, constructed and opened a new \$500,000 trail shelter building.
- Ribbon cutting at Urban Ecology Center, installation of bridge from Hank Aaron State Trail to Mitchell Domes neighborhood, and design completion for Airline Yards green space connected to the Hank Aaron State Trail.

Other:

- Developed and implemented the Governor's Read to Lead program. Program encourages youth literacy and experiencing the outdoors.
- Completed a five year Statewide Comprehensive Outdoor Recreation Plan for statewide and regional recreation in Wisconsin.
- Completed Cross Plains Ice Age Reserve Unit and Point Beach State Forest property master plans.
- Acquired the Sybaquay addition to the Chippewa Moraine Ice Age Reserve Unit, a 440 acre parcel with six wild lakes.
- Continued the green vehicle initiative for the WSPS. Purchased four additional electric vehicles for a program total of 26 which are in use at 25 different state parks, southern state forests, state trails, and state recreation areas, and will showcase to 14 million visitors per year the commitment of the agency to reduce air pollution and dependence on fossil fuels while demonstrating how Wisconsin manufacturers are

leading energy conservation efforts with new technologies. These vehicles are either entirely Wisconsin-made, or include Wisconsin companies in the supply chain.

Bureau of Natural Heritage Conservation Accomplishments

- During FY 2013, the bureau underwent a reorganization to better align its priorities and structure with the needs of its customers and partners. A division team analyzed information from staff, customers, and partners in order to identify the highest priorities of the program, the bureau's role, and a structure that best facilitates the accomplishment of the bureau's mission. The analysis resulted in reorganizing the bureau into three sections, streamlining operations, and re-naming the bureau to the Natural Heritage Conservation Bureau.
- Following a comprehensive review of approximately 3,000 Wisconsin species, the Bureau of Natural Heritage Conservation, in conjunction with partners and the public, proposed the removal of 15 and addition of eight new high priority species to Wisconsin's list of protected species. The Natural Resources Board approved the revisions in May 2013.
- In dealing with one of the most devastating wildlife diseases in history, White-nose Syndrome (WNS) in bats, the NHC's Bat Program undertook unprecedented monitoring activities, documenting 113 bat shelters representing 95% of Wisconsin's known underground locations. The statewide survey in Wisconsin showed no sign of WNS.
- In March 2011, NHC created a Certification Program to meet stakeholder requests for a more efficient endangered resources review process. Under the certification program, non DNR-staff are trained to become certified endangered resources reviewers who may write their own reviews for DNR approval. As of June 2013, the program had authorized 54 external certified reviewers increasing the resources available and creating a more efficient process. Overall, the program continues to meet its turn-around goals of four days for certified review requests and 10 days for regular review requests.
- The NHC was part of an extensive department-wide effort involving the public and stakeholder groups to review and revise the classification and control of invasive species in Wisconsin. After final public input is incorporated, the Department will put forward revisions that will minimize the spread of invasive species threatening Wisconsin's biodiversity and economic viability.
- NHC continued its extensive efforts protecting Wisconsin's birds through; involvement in the Wisconsin Stopover Initiative, a multi-partner project that protects the stopover habitat of Wisconsin game and non-game migratory birds; reintroduction of the Whooping Crane; Trumpeter Swan recovery program; and the management and conservation of various birds such as Piping Plover, Kirtland's Warbler, and others.

Facilities & Lands Bureau Accomplishments

- During the biennium, purchased land or land rights to 71,783 acres, of which 99% is open to hunting or fishing.
- Property recreation planning with citizens input on all public lands:
 - In FY12, two Master Plans covering four properties were approved by the Natural Resources Board. Six additional Master Plans, representing 36 properties, were in progress.

- In FY13, five Master Plans, representing 35 properties were approved by the Natural Resources Board. Seven Master Plans, representing over 200 properties were being worked on (includes the trout and smallmouth bass stream properties of the Driftless area)
- Managed land on over 152 fishery areas, the Lower Wisconsin Riverway, the Chippewa and Turtle Flambeau Flowages and hundreds of public boat access sites.
- During the biennium, eight boat landings were added or renovated at a cost of \$785,000.
- Maintained inventory of over 625 state-owned boat access sites.
- Completed Spooner Regional Headquarters Office at a cost of \$4,894,600.
- Started construction on Montello Dam Reconstruction at a cost of \$9,000,000.
- State Building Commission approved construction of the new Poynette State Game Farm Pheasant Hatchery Building at a cost of \$1,560,000.

Forestry Division

I. DIVISION SUMMARY

The Division of Forestry plans, coordinates, and administers current and long-range programs for the protection, improvement, perpetuation and sustainable use of Wisconsin's forests, as well as the protection of life, property, and resources from wild fire.

Integrating the ecological, social and economic values in managing Wisconsin's forests is critical to ensure the sustainable management of our forests. The Division of Forestry has set five goals -- desired future conditions -- to ensure the forests and their many benefits will be available for future generations. Our success depends on the ability to partner with those interested and affected by Wisconsin's forests to achieve the identified goals. We will promote and strive for sustainable forests by:

1. Ensuring a healthy and protected forest;
2. Maintaining diverse forest ecosystems;
3. Increasing forest productivity;
4. Promoting forest conservation and stewardship; and
5. Providing forest-based recreation

Bureaus within the Division include:

The **Forest Protection Bureau** protects human life, property, and natural resources from wildfire. The Bureau coordinates, provides leadership, and overall direction regarding management, planning and policy development for forest protection, forest fire operations, forest fire suppression, forest fire prevention and forestry law enforcement. It provides leadership, direction and manages the Department's aviation program and radio communication programs. The Bureau administers, evaluates and implements the research, development and fabrication of the statewide fleet of wildfire fighting, fire equipment warehouse and forest site preparation equipment at the LeMay Forestry Center in Tomahawk. In addition, the bureau maintains communications with, and exchanges information and technologies with national, regional and state forest fire organizations, officials and technology centers

The **Forest Management Bureau** promotes and practices the sustainable management of Wisconsin's forests. The Bureau provides statewide coordination, planning and policy development for the urban forestry, private forestry, state forests, other state lands forestry, county forest programs, forest inventory, and resource analysis and utilization. They provide statewide coordination, administration, planning and policy development for the Managed Forest Law (MFL) and Forest Crop Law (FCL) programs. The Bureau administers the state and federal forestry cost share programs and the federal Forest Legacy program. It develops policies for all timber sales on department lands, including documenting, and distributing all sale revenue to the appropriate program. The Bureau provides scientific support and services to internal and external partners working to protect and sustainably manage Wisconsin's forests. The Bureau also provides statewide coordination, planning and policy development for the insect and disease, invasive forest species such as gypsy moth and other foreign pests, diseases and plants; forest hydrology; forest nurseries; tree improvement; forest research; forest ecology including ecological classification systems; and silvicultural programs.

The **Forestry Business Services Bureau** provides support to internal and external partners striving to protect and sustainably manage Wisconsin's forests. This Bureau supports technical and organizational systems for the full Division of Forestry. The Bureau provides coordination, service delivery, and policy development for statewide forest assessment and planning; third-party forest certification for state, county, and private lands; partnership coordination; workforce management; internal and external communications; public outreach and education; IT/GIS applications; IT procurement and support; budget/finance planning and management; and administrative services.

II. GOALS & OBJECTIVES

Goal: Ensure that the Wisconsin timber industry will be able to compete in a global marketplace.

Objective/Activity: Ensure a steady timber supply in Wisconsin by meeting the annual allowable harvest goals on department-owned forest lands, as defined by property master plans.

Objective/Activity: Maintain third-party forest certification on public and private forest lands and seek new opportunities to increase certified forest land acreage in all land ownership categories.

Goal: Ensure that the privately owned forests in Wisconsin are managed to sustain environmental, social and economic benefits.

Objective/Activity: Annually increase the number of management practices on private forest lands that encourage sustainable forestry; accelerate forest productivity for commercial products and other ecosystem benefits; meet the landowners' objectives; and protect water quality within Wisconsin's forest environment.

Goal: Assure sound management of Wisconsin's urban forest ecosystems, which are integral to healthy and sustainable communities.

Objective/Activity: Promote and facilitate establishment and improvement of sustainable urban forest management programs in all Wisconsin communities through the technical and financial assistance.

Goal: Reduce the damage to homes, property and natural resources as a result of wildland fire in the wildland urban interface.

Objective/activity: Promote a cooperative approach to wildfire preparedness through the creation of Fire Adapted Communities.

PERFORMANCE MEASURES

2012 AND 2013 GOALS AND ACTUALS

Performance Measure	Goal 2012	Actual 2012	Goal 2013	Actual 2013
Total number of management plans prepared	3,100	3,625	3,200	4,337
Total number of certified forest acres	8,100,000	7,215,015	8,100,000	7,203,611
Total number of urban forests Developing and Managing Communities	293	294	302	397
Total number of Firewise communities	17	14	18	15

2014 AND 2015 GOALS

Performance Measure	Goal 2014	Goal 2015
Total number of forest management plans prepared.	3,400	3,550
Total number of certified forest acres	7,300,000	7,300,000
Total number of urban forests Developing and Managing Communities	311	321
Total number of Firewise Communities	16	17

III. ACCOMPLISHMENTS

Northwestern Wisconsin Storm

- Staffs from across the agency stepped forward and helped manage the incredible damage caused by straight line winds measured at 60-100 mph storms on more than 130,000 acres of public and private lands across 6 counties.
- \$1,000,000 in National Fire Plan grants funds received for hazard mitigation efforts (education, fuels reduction & planning) and storm recovery efforts (for the July 2011 storm in NW WI).

Germann Road Fire

Not only was it a huge suppression effort, but it demonstrates the importance of all the preparation, planning and evaluation that took place before and after the fire.

- Encompassed 7,442 Acres making it the largest fire in 33 years and the fourth largest in since 1976.
- Started by logging equipment of a private business.
- Approximately \$606,000 in suppression costs billed to the responsible party.
- Foresters are working with landowners on salvage.
- Formal After Action Review in progress with report to be out by the end of 2013.

MFL Access Information

Through the use of a web mapping application we have increased accessibility to information about access to Managed Forest Law (MFL) lands, which had been difficult for the public to obtain. Forestry completed an online mapping tool for last hunting season and further refined the application to provide an interactive mapping application to illustrate the MFL lands open for public recreation. This project provides the public with better information about lands that are open for their access and saves approximately 1,500 hours of DNR staff time per year.

Record level of timber sales on state lands

- 25,656 acres of timber sales established on department lands (appraised value of more than \$9 million) and over \$9.4 million in actual revenues were received in FY12
- 21,279 acres of timber sales established on department lands (appraised value of \$7.5 million) and over \$10.7 million in actual revenues were received in FY13
- The department provided over 48,000 hours of technical assistance to County Forest partners in each of the last two fiscal years. County forests established 63,558 acres of timber sales in FY12 and 52,166 in FY 13, with approximately \$35 million in actual revenues received in each of the last two fiscal years

Forest Legacy

- Purchased 44,679 Acres of land in northwest Wisconsin from the Lyme St. Croix Forest Company as Phase 1 of the Brule-St. Croix Legacy Forest.
- 2,346 acres from Futurewood Corp. in Douglas County and 10,083 acres in Sawyer County for the Chippewa Flowage Forest Legacy Project purchased from Plum Creek Timberlands.
- The purpose of the Forest Legacy Program in Wisconsin is to:
 - Preserve and protect the land for continued sustainable forestry and resource management and to maintain the undeveloped character of the property by precluding buildings, deforestation or any significant topographical change;
 - Manage the property as part of the underlying landowner's commercial timber harvest base while providing open space;
 - Provide for the public the right to access the property for public outdoor recreational uses; and
 - Accomplish these goals permanently and at lower cost than fee title purchase.

Completed and began implementing the 5-year Strategic Direction

- Reallocation of resource based on fire risk landscapes
- Increased emphasis on niche recreational opportunities on State Forests
- Increased investment efforts and staffing which assist the Forest Product Industry
- Shift in focus to an integrated “community canopy” urban forestry model

Maintained Forest Stewardship Council and Sustainable Forestry Initiative forest certification

- Maintained Forest Stewardship Council forest certification on over 1.6 million acres of county forest lands

- Maintained Sustainable Forestry Initiative forest certification on over 2.1 million acres of county forest lands.

Initiated meetings in Southern, Northeast, West Central and Northwest Districts between DNR forestry staff and Forest Products Industry to identify issues and work towards solutions

The Wisconsin Forest Inventory & Reporting System (WisFIRS)

- Developed a private lands application in an inventory system used for over 3 million acres of private Managed Forest Law ownership.
- This system replaces older electronic systems that were inefficient and cumbersome, resulting in increased errors, confusion, and inconsistency
- Using WisFIRS, everyone uses a common database and system running management reports, thereby reducing errors and speeding up the time it takes to fulfill a customer's request.
- The time saved is being re-invested into more "boots on the ground" so we can increase sustainable management activities on Wisconsin's Forest resources
- The components that were developed this biennium included forest management plan writing, approving and maintaining plans, and reporting.
- Future phases will incorporate a number of items such as field treatments and financial tracking.

Addressing Emerald Ash Borer

- Reasonable precautions were developed for use by communities, businesses and individuals who want to practice a good neighbor/good business policy and reduce the risk of spreading EAB within quarantined areas while utilizing wood from ash.
- Continued releases of three natural enemy species of EAB at known infestations in Victory (Vernon County), Root River Parkway (Racine County), City of Kenosha (Kenosha County) and Big Foot Beach State Park (Walworth County).
- DNR staff are working with UW-Madison and USDA researchers to monitor the first release site in Newburg (2010) for establishment and impact of the parasitoids on the EAB population.

Urban Forestry

- Partnered with state and national agencies, businesses and the City of Oak Creek to study and demonstrate the use of mechanized logging and processing equipment in an urban setting.
- Results will reduce tree removal and disposal costs for communities, generate marketable pulpwood, biomass and sawlogs and provide loggers with a new urban market for their services during downtimes in traditional forest harvesting.

Air, Waste and Remediation & Redevelopment (AWARE) Division

I. DIVISION SUMMARY

The **AWARE Division** protects human health and the environment by working in partnership with citizens, communities, businesses and advocacy groups. The program recognizes the interrelationships between air, land and water resources, and relies on environmental indicators, feedback from others, and self-evaluation to continually improve services.

Bureaus within the Division include:

The **Air Management Bureau** protects human health and the environment while accommodating economic growth by developing air quality implementation plans and collaborating with local, state, regional and international partners. Air quality trends, the status of attaining the ambient air quality standards, and the need for public health advisories are determined through air monitoring operations. This bureau promotes market-based approaches to create incentives for seeking lowest-cost methods to achieve compliance. Bureau staff conduct inspections, initiate compliance actions and operate both new source and operation permit programs as required by state and federal law. The bureau works cooperatively with other health agencies, citizens and industry to improve the subprogram, avoid duplication of effort, and educate the public on the health effects of air pollution.

The **Waste and Materials Management Bureau** assures that adverse environmental impacts from the generation, transportation, treatment, storage and disposal of solid and hazardous wastes are prevented through plan review and licensing activities, inspection and compliance actions, and technical assistance and outreach. Through cross-program coordination, this bureau implements a comprehensive, integrated strategy for the prevention, reduction, minimization, recovery and disposal of waste materials. Bureau staff is responsible for reviewing and approving local recycling programs and for providing ongoing technical and marketing assistance to support recycling efforts.

The **Remediation and Redevelopment Bureau** assures that contaminated sites are remediated in order to protect public health and the environment, and facilitates the return of contaminated properties to environmentally safe and productive community assets. This bureau has responsibility for investigation and cleanup activities at sites that fall under the following authorities: the environmental repair law, the hazardous substance spills law, the federal Superfund law, and Resource Conservation and Recovery Act corrective action and closure authorities. The bureau is responsible for implementing the state's Brownfields initiatives, providing spill response and managing abandoned containers, as well as overseeing cleanups at closed solid waste landfills or other solid waste facilities, contaminated sediment sites and closed wastewater facilities. The bureau promotes the return of contaminated properties to beneficial use by relying on private-sector incentives to the extent feasible, and by overseeing cleanup activities, assuring the uniform application of cleanup rules, and administering funds for direct state cleanups.

II. GOALS & OBJECTIVES

Goal: Attain the 2008 8-Hour Ozone Standard throughout Wisconsin by March 2016 and attain the 2006 fine-particle (PM2.5) standard throughout Wisconsin by March 2014.

Objective: This goal addresses one of the Air and Waste Program's core functions, improving air quality and by extension, public health in Wisconsin. The Department met the previous goal of attaining 1997 8-hour ozone standard one year ahead of schedule, but the state must continue developing programs and plans to improve air quality and meet the new standards. To insure continued air quality improvement:

- The Department will track and analyze ambient air quality monitoring data. To achieve the goal, the number of monitors violating the standard must equal zero by March 2014 for PM2.5 and zero by March 2016 for ozone.
- The Department will track precursor emissions such as SO₂, oxides of nitrogen, volatile organic compounds, and ammonia.
- The Department will track compliance metrics, such as EPA required frequency (Compliance Monitoring Strategy) for inspections of significant air emission sources.

Goal: Increase the amount of property made available for productive reuse.

PERFORMANCE MEASURES

2012 AND 2013 GOALS AND ACTUALS

Performance Measure	Goal 2012	Actual 2012	Goal 2013	Actual 2013
Number of air monitors recording violations of eight-hour ozone standard.[75 ppb / 2008 std]	3	10	8	6 ¹
Number of air monitors recording violations of 24-Hour PM2.5 standard. [35ug / 2006 std]	2	0	0	0 ²
Reduce stationary source emissions of SO ₂ in Wisconsin. Measured in tons per day (tpd).	500 tpd	378 tpd ³	500 tpd	Not yet available ⁴
Reduce stationary source emissions of volatile organic compounds in eastern Wisconsin during the ozone season. Measured in tons per day (tpd).	18 tpd	17 ³	18 tpd	Not yet available ⁴
Reduce stationary source emissions of nitrogen oxides in eastern Wisconsin during the ozone season. Measured in tons per day (tpd).	45 tpd	46 tpd ³	45 tpd	Not yet available ⁴
Meet the USEPA Compliance Monitoring Strategy commitment annually. ⁴	249	249	250	250

Performance Measure	Goal 2012	Actual 2012	Goal 2013	Actual 2013
Acres of property per year made available for productive reuse.	200	2,053	800	2,779

Footnotes:

(1) Based on 2011-13 ozone monitoring data. The 2013 data was based on a partial season through August 21, 2013. At the time this table was updated the 2013 ozone monitoring season was not finished and the 2013 data had not been fully quality assured and certified.

(2) Based on 2011-13 fine particle monitoring data. The 2013 data was based on a partial year of fine particle data and had not been fully quality assured and certified.

(3) Calculations were based on ozone season definition in NR 400.02, Wis. Adm. Code. Eastern Wisconsin considered to be comprised of Door, Kenosha, Kewaunee, Manitowoc, Milwaukee, Ozaukee, Racine, Sheboygan, Washington, and Waukesha Counties.

(4) 2013 emission inventory data will not be reported to the Department until the spring of 2014

2014 AND 2015 GOALS

Performance Measure	Goal 2014	Goal 2015
Number of air monitors recording violations of eight-hour ozone standard.[75 ppb / 2008 std]	6	0
Number of air monitors recording violations of 24-Hour PM2.5 standard. [35ug / 2006 std]	0	0
Reduce stationary source emissions of SO2 in Wisconsin. Measured in tons per day (tpd).	500 tpd	400 tpd
Reduce stationary source emissions of volatile organic compounds in eastern Wisconsin during the ozone season. Measured in tons per day (tpd).	18 tpd	15 tpd
Reduce stationary source emissions of nitrogen oxides in eastern Wisconsin during the ozone season. Measured in tons per day (tpd).	45 tpd	40 tpd
Meet the USEPA Compliance Monitoring Strategy commitment annually.	217	Set Annually
Acres of property per year made available for productive reuse.	800	800

III. ACCOMPLISHMENTS

Air Management Bureau Accomplishments

Air Construction Permits

- Issued 92 air construction permits in FY13.

- On average, air construction permits were issued in 58 days from receipt of a complete application, a 10% improvement from FY 2012.

Air Operation Permits

- In 2012, 94 facilities received a Registration Operation Permit.

Air Quality Improvements

- More counties in Wisconsin meet National Ambient Air Quality Standards (NAAQS) than at any time since 1978, even as we are monitoring for more pollutants and standards have become more stringent.
- Emissions for several key air pollutants have decreased in southeast Wisconsin. Between 2002 and 2011 annual NOx emissions were reduced by 52% (52,359 tons) and annual VOC emissions were reduced by just over 63% (71,179 tons).
- Reduced the number of ozone nonattainment areas in Wisconsin to one county and a partial county (Sheboygan and the eastern half of Kenosha).
- Three counties currently classified as nonattainment for the fine particle standard (Milwaukee, Racine and Waukesha) have measured attainment of the standard since 2010 and are expected to be reclassified to attainment by EPA in the next year.

New Air Stakeholder Working Group

- Convened the Air Management Study Group, an external stakeholder working group to provide the Program with constructive feedback on policy and technical issues.

Air Streamlining and Efficiencies

- In March 2013, the Natural Resources Board approved the Department's scope statement for a proposed air permit streamlining rule to improve operational efficiency and simplify the permitting processes under the construction and operation permit programs.
- Converted monitoring network from dial-up modems to broadband service. This conversion will save costs, reduce staff time and provide data efficiencies. Ongoing net savings per year will be approximately \$99,000.
- Completed a Lean Six Sigma project on air construction permit applications in FY12.

Mercury Rule Alignment

- In May 2013, the Natural Resources Board (NRB) authorized the changes to the state mercury rule to adjust Wisconsin's rules on emissions from coal-fired power plants to better align compliance schedules under the state rule with federal mercury emission rules issued in 2012. The new rules will avoid additional costs and compliance burdens that could occur under the existing staggered schedules.

Remediation & Redevelopment Bureau Accomplishments

Cleanups/Spill Response

- In FY2013, completed cleanups at more than 588 contaminated sites and responded to 626 hazardous substance spills.

- Responded to July 2012 pipeline leak that resulted in a spill of approximately 55,000 gallons of petroleum near Jackson, Wisconsin. Oversaw the clean-up effort and kept affected property owners apprised of cleanup efforts.
- Responded to major petroleum spill involving General Mitchell International Airport and several miles of creek and river. Worked with the U.S. Coast Guard, the Milwaukee Fire Department and airport staff to develop containment and collection strategies while also addressing the source of the spill.
- Responded to the July 2012 release of approximately 50,000 gallons of crude oil in a farm field from a pipeline in the Town of Lincoln in Adams County. The spray from the pipeline failure affected approximately 6 acres of land and approximately 45,000 tons of contaminated soil were excavated and taken to a landfill. Participated in Incident Command with EPA and the Responsible Party to ensure that spill was appropriately contained and cleaned up.

Brownfield Redevelopment

- The new Clock Shadow building in Milwaukee replaces an abandoned lot contaminated with lead and PAH from a former metal shop and junkyard. DNR assisted with the project by applying a number of cost- and time-saving tools.
- A Manitowoc shuttered aluminum mill was given new life, adding more than 102 employees in the first year, when Skana Aluminum Co. acquired the property and entered the Voluntary Party Liability Exemption process. Environmental assessments and cleanups were completed and Skana received the liability exemption in March 2012.
- The City of Madison, the Wisconsin Economic Development Corp., the Dept. of Agriculture, Trade and Consumer Protection, and South Central RR staff are cleaning up and redeveloping the long-vacant Royster-Clark fertilizer plant into a proposed mixed-use development. A \$1.5 million Ready for Reuse loan, a \$400,000 Blight Elimination & Brownfield Redevelopment state grant, and \$425,000 from Madison will help fund soil excavation and building demolition.
- Village of Stetsonville now has a new public water supply system after groundwater was impacted by petroleum from a number of leaking underground storage tanks. DNR worked with other parties to leverage state and federal funds, including \$2 million from the American Recovery and Reinvestment Act to construct a water system. The new system was completed in fall 2011.
- The Dry Cleaner Environmental Repair Fund enabled the removal of PCE-contaminated soil and the installation of vapor barriers and a sub-slab vapor mitigation system to transform as Hudson dry cleaner building into an art gallery and office space. The site achieved closure in July 2011.

Redevelopment Assistance

- In FY2013 we satisfied more than 160 requests for redevelopment assistance and helped prepare more than 2,793 acres for redevelopment. To date, the state has closed out approximately 21,769 former contaminated properties.
- The Wisconsin Plant Recovery Initiative (WPRI) continued efforts to get a head start on cleaning up and redeveloping industrial properties. Two notable cases in FY2013 were:
 - Former furniture manufacturer in Northeast Wisconsin that operated for more than 100 years and left behind environmental hazards, including management of asbestos, hazardous waste and the fire suppression systems.

- Food processing business that abruptly closed in southeast Wisconsin in January 2013: the WPRI coordinator worked with other DNR programs, as well as the Department of Agriculture, Trade and Consumer Protection, to make sure environmental issues did not turn into emergency situations. Leftover product was properly managed and used. A successful sale of the site and business to another company was completed.

Vapor Intrusion

- In FY13, we focused significant effort on identifying and mitigating vapor intrusion risks at contaminated properties in Wisconsin. Vapor intrusion is the gaseous movement of volatile organic chemicals (VOCs) from contaminated soil and groundwater into buildings, which may present exposure risks to building residents.

Lean Projects

- Completed Lean Six Sigma project on the front-end part of the case closure request process to eliminate overall “waste” from the process and streamline the information collected.

Waste & Materials Management Bureau Accomplishments

We Energies Ash Slide Response

- Responded to major bluff collapse at We Energies Power Plant in Oak Creek on October 31, 2011. By end of November, 2011, cleanup was complete and site was re-sloped and seeded.

Metallic Mining

- Gogebic Taconite, LLC, has moved forward with plans to explore the viability of an open pit iron mine in a section of the Penoque Hills straddling Ashland and Iron counties. In the summer of 2013, the company submitted an application for a bulk sampling plan and a pre-application notification. The Department will review and respond to these applications as required by the new law. In the coming year, the Department will complete the rulemaking package revising the current administrative code in order to implement the new ferrous mining law.

E-Cycle Wisconsin

- Submitted first annual report on Wisconsin’s electronics recycling law to the State Legislature and Governor Walker in December 2012.
- More than six pounds of electronics per person per year returned for recycling, one of the highest per-capita recycling rates for electronics in the US.
- Collected approximately 77 million pounds of electronics through the E-Cycle Wisconsin program over the two-year period.
- More than 400 collection sites available in 69 of Wisconsin's 72 counties.
- Private recyclers expanded operations in state, creating jobs. One in-state recycler participating in the program has been ranked among the fastest-growing companies in the U.S.
- Local governments and taxpayers saved money due to manufacturer funding of collections.

Hazardous Waste Actions

- Completed 46 hazardous waste plan modification and licensing actions in FY12 and FY13 – 100% issued on time.

Hazardous Waste Inspections

- Completed 554 inspections at hazardous waste facilities, as detailed in the table below.

Type	2011-12	2012-13	Totals
Large Quantity Generators	82	93	175
Small Quantity Generators	22	21	43
Very Small Quantity Generators	38	68	106
Treatment, Storage & Disposal Facilities	8	7	15
Used Oil	20	15	35
Universal Waste ¹	122	58	180
Totals	292	262	554
Complaints Investigated ²	23	24	47
Complaints Received ³	42	28	70

1. The decrease in universal waste inspection may be due to including the universal waste questions into the VSQG, SQG and LQG inspection forms.
2. Complaints Investigated are complaints responded to by field staff in the site contact module.
3. Complaints Received are those that are entered in the complaints module.

Solid Waste Permitting

- 609 permit decisions issued in the biennium--91% on time.

Solid Waste Landfill Compliance Inspections

- 291 compliance inspections of active landfill facilities in the biennium.
- 270 compliance inspections of closed landfill facilities in the biennium.

Plastics and Pharmaceuticals Studies

- Wisconsin Plastics Recycling Study completed in 2012: \$64 million in recyclable plastic materials landfilled each year in Wisconsin. Recycling more of the plastics that currently end up in landfills could create jobs and generate other substantial economic rewards. Currently, Wisconsin's plastics industry is ranked 8th nationally in plastics industry employment, providing jobs for some 40,000 people, with a direct payroll of \$1.6 billion.
- Commissioned Household Pharmaceutical Waste Study in 2012: Estimated 118.8 million prescriptions and over-the-counter medications – approximately 13.1 million pounds – dispensed and sold in Wisconsin in 2010. Of these, about one-third, or 4.4 million pounds, went unused, and only 2 percent of the unused drugs were collected for safe disposal.

Customer Satisfaction

- Completed pilot project to streamline complaint response for low- and medium-priority complaints related to solid and hazardous waste.
- Surveyed municipal solid waste landfill owners and their consultants to obtain feedback on how well the solid waste program is doing. 98 percent were satisfied with the availability of program staff, and the same high percentage of responders rated staff as being professional.
- Continue to work on streamlining approval processes for applications and exemptions. Standardizing approval letters to help enhance consistency for solid waste management activities.

Other

- Licensed Nation's First Dry Fermentation Waste-to-Energy Facility: University of Wisconsin-Oshkosh Foundation facility accepts animal manure and bedding, crop residue, and yard and food wastes, diverting these materials from Wisconsin landfills. Digester gas is used to produce heat and electricity and contributes about five percent of the campus's electricity and heat. Solid digestate is applied beneficially to farmland.

Enforcement & Science Division

I. DIVISION SUMMARY

The Division of Enforcement and Science serves the people and ecosystems of Wisconsin by protecting and enhancing Wisconsin's natural resources and promoting their safe and wise use through:

- Education to persuade and guide as leaders in promoting full compliance with the conservation, environmental, and safety laws established to protect people and natural resources;
- Developing partnerships; rewarding responsible behaviors; and encouraging practices that go beyond compliance;
- Enforcement actions that are fair and consistently applied using a highly integrated approach;
- Providing scientific expertise to guide and assist Department policy formation and program direction;
- Research to answer management questions as well as gain long-term scientific perspective by transferring scientific findings to Department programs, the public and scientific community; and
- Striving to preserve the rights of all to enjoy a safe and healthy environment, now and in the future.

The mission of the **Law Enforcement bureau** is to protect, enhance and promote the safe and wise use of our natural resources through enforcement, education and community based wardening that guarantees fair and equal treatment. Law Enforcement staff support the regulatory and managerial activities of Air and Waste, Land and Water programs through an effective enforcement program. Law Enforcement administers and conducts safety education programs for hunting, boating, all-terrain vehicles (ATVs), and snowmobiles in partnership with volunteer instructors. Law Enforcement personnel throughout each DNR region provide educational and informational presentations to the public on the responsible use and application of natural resource and environmental laws and regulations. This total effort creates and maintains an atmosphere that furthers voluntary compliance to meet the Department's goals of natural resource and environmental protection and public safety, with protection of human life and the environment as the ultimate goals.

The **Science Services Bureau** is a science-based bureau that provides services to all DNR bureaus and regions, and supports a wide variety of scientific and technical services to several of the Department's internal and external customer bases. The work conducted by Science Services provides the scientific basis for Department decision making and policy development. The goals of the bureau are to acquire original knowledge, analyze information, provide information for policy and management decisions, apply the scientific method to the solution of environmental and natural resources problems, and provide science-based support services to achieve Department goals and strategic objectives.

II. GOALS & OBJECTIVES

Goal: Reduce the number of outdoor recreation accidents.

Objective/Activity: Reduce accidents related to outdoor recreation activities, including hunting and fishing, and those involving boats, snowmobiles and all-terrain vehicles (ATVs). Historically, an increase in hours devoted to snowmobile enforcement, education and community involvement has resulted in a reduction in snowmobile fatalities.

Goal: Reduce the cost of fleet operations.

Objective/Activity: Reduce preventable crashes in order to reduce fleet costs, and allow wardens to use more operational funding patrol mileage, complaint response, and emergency response.

Goal: Reduce the cost of fleet operations.

Objective/Activity: Increase the fuel economy of our fleet of warden squads in order to be drive an increased number of miles for more patrol mileage, complaint response, and emergency response.

Goal: Maintain a high level of customer satisfaction.

Objective/Activity: Continue to provide excellent customer service, and measure through the use of Customer Service Feedback survey responses indicating that our staff met or exceeded expectations, was helpful, was professional, and focused on their needs.

Goal: Maintain a high level of customer satisfaction, and be ready to respond.

Objective/Activity: Continue to provide excellent customer service, and be ready to respond to high priority hotline calls that are received.

PERFORMANCE MEASURES

2012 AND 2013 GOALS AND ACTUALS

Performance Measure	Goal 2012	Actual 2012	Goal 2013	Actual 2013
Reduce the number of snowmobile-related fatalities annually through an increase in enforcement, education and community involvement hours (based on calendar year).	19 fatalities	13 fatalities	18 fatalities	16 fatalities to date

2014 AND 2015 GOALS

Performance Measure	Goal 2014	Goal 2015
Reduce the number of snowmobile-related fatalities annually through an increase in enforcement, education and community involvement hours (based on calendar year).	17 fatalities	16 fatalities
Reduce the number of preventable fleet crashes.	19 crashes	17 crashes
Improve statewide average fuel economy.	13.25 MPG	13.5 MPG
Maintain a high level of customer satisfaction by as measured by survey feedback, % indicating staff met or exceeded their expectations	90% or higher	90% or higher
Maintain a high level of customer service and be ready to respond to calls for service, as measured by time to relay information on priority hotline calls to a warden.	Average of less than 15 minutes.	Average of less than 15 minutes.

III. ACCOMPLISHMENTS

Bureau of Law Enforcement Accomplishments

- Completed the creation of a new Strategic Plan for 2014-2018.
- FLEET COST REDUCTION STRATEGIES – Evaluated and put into use several strategies to reduce over fleet operations costs, including purchasing new Ford Eco-Boost pickup trucks, reducing preventable crashes, and reassigning specific vehicles based on specific job duties of individuals.
- GINSENG ENFORCEMENT – Evaluated protection of vulnerable ginseng resources in the state, proposed and implemented rule and procedural changes, and increased enforcement to adequately protect resources.
- TECHNOLOGY EFFICIENCIES – Continued our efforts to create efficiencies by use of wireless technology, including increased use of Smartphones, as well as dropping office phones and solely using cellular or smartphones for many wardens where appropriate due to adequate wireless coverage.
- TIMELY ENVIRONMENTAL ENFORCEMENT – Improved tracking of enforcement decisions and actions, as well as reduced amount of time needed to move Environmental Enforcement forward.
- RECRUIT WARDEN HIRING – Hired 31 new permanent credentialed staff in last 2 fiscal years to replace retiring staff.
- AQUATIC INVASIVES ENFORCEMENT & EDUCATION – Continued our Water Guard program and expanded staffing around the state from 8 to 12 LTE's.

- OWI ENFORCEMENT – Improved our skills to provide a safer recreational environment by training our staff as well other agencies in standardized seated field sobriety testing for better OWI detection.
- INTERNET INVESTIGATIONS – Improved our ability to investigate and address violations utilizing computers and social media to provide better service and better address complaints.
- DEER FARM FENCE RENEWALS – Coordinated the inspection and renewal process for 280 of Wisconsin’s existing deer farm fence certificates that expired in 2013.
- HUNTER RECRUITMENT & RETENTION – Worked to increase the number of participants in Learn to Hunt programs by 23.4% from 2012 to 2013.

Bureau of Science Services Accomplishments

- **White-tailed Buck Mortality Research**--Science Services is in the 3rd year of a white-tailed buck mortality study. The primary goal of this study is to provide empirical estimates of buck harvest rates. The buck harvest rate is a critical input in the Sex-Age-Kill population estimator, and thus important for deer population management. We are estimating buck harvest rates in 2 study areas by monitoring radio-collared bucks. With the help of hundreds of volunteers and landowners, we have captured nearly 1,000 deer during adult capture. This research will have improved population estimates and a better understanding of the factors influencing buck mortality.
- **Development and Implementation of a New Statewide Ring-necked Pheasant Survey Technique**--In 2011-13 WDNR Science Services Researchers collaborated with the University of Wisconsin-Stevens Point to evaluate ring-necked pheasant survey techniques and evaluated new route designs and protocols. As a result of this effort new pheasant survey routes were designed and implemented. Wisconsin is one of the first states to incorporate detection estimates across a statewide annual survey for game birds. Eighty-three new permanent routes in 29 counties comprising the core pheasant range were established in 2013. In an effort to improve manage survey quality control, staff and volunteers were trained in the new survey protocol before they were allowed to conduct the surveys in 2013. Using the new protocol and survey design we were able to cut total staff time needed to complete the survey in half compared to previous years and still collect more rigorous data.
- **Forest Fire Risk Mapping in Wisconsin**--Utilizing external funds Science Services Researchers initiated a statewide evaluation of existing forest-fire risk maps (LANDFIRE) in the Great Lakes Region. This research is designed to utilize habitat and soil conditions as well as existing maps to improve our understanding and mapping of fire risk across Wisconsin. Results from this research are expected in 2014 with the goal of reducing forest fire threats by improving the allocation of funding for forest-fire prevention, education and on-the-ground management.
- **Fisheries Research**--In addition to agency-funded research, agency researchers and collaborators were awarded over \$1.5 million in external grants to advance Wisconsin’s the science on Wisconsin’s priority issues, including:
 - Understanding statewide patterns in black bass and walleye distributions, and what factors can be used to predict bass vs walleye dominance in lakes

- Developing a regional model that predicts fish communities in streams and effects of changing patterns in temperature or precipitation – this work has been a critical foundation for developing the Driftless Area Master Plan
 - Restoring native fish migrations while controlling invasive species: an optimization approach to support decision making when considering stream barrier removal or replacement
- **Aquatic Invasive Species Research**--Through partnership with DNR managers, the US Army Corps of Engineers, lake consultants, and lake groups, DNR Researchers have evaluated the efficacy of various management techniques on the invasive aquatic plant Eurasian watermilfoil. The results of this work have helped guide the state's investment in \$4 million in AIS grants and lake groups interested in controlling this nuisance plant.

Water Division

I. DIVISION SUMMARY

The Water Program has broad responsibilities to safeguard public health and safety and provide recreational and aesthetic opportunities for the public. The Water Program accomplishes these responsibilities by protecting and maintaining the state's groundwater, surface water, and aquatic ecosystems.

The Water Program uses river basins, and the watersheds within those basins, as the basic management units for the program. Basin teams are staffed by Department personnel in full partnership with the public. Decision-making is highly decentralized, consistent and performed on an integrated team basis with statewide support provided by Water Division bureaus.

Bureaus within the Division include:

The **Bureau of Watershed Management**, which manages activities related to floodplain mapping, dam safety, waterway and wetland protections, and the control of nonpoint pollution in storm water runoff and concentrated area feeding operations (CAFOs). The Bureau regulates dam construction, safety, operation and maintenance; alteration or repair of dams; participates in emergency response activities during flooding events; sets minimum zoning standards for flood prone areas; coordinates with FEMA and local communities on the production of flood maps and studies; sets minimum standards for shoreland-wetland zoning ordinances to help control the intensity of development around water and create a buffer around water; issues permits or approvals for activities that cause physical alterations to navigable waters; issues WPDES permits to control pollutants in storm water runoff from 218 municipalities, over 5,700 industries and 1,500 construction sites (annually) and runoff from over 235 CAFOs; and administers the Targeted Runoff Management Grant Program.

The **Bureau of Water Quality** manages activities that affect the safety and quality of surface water and groundwater for recreational and public use and regulates the discharge of pollutants through the [Wisconsin Pollutant Discharge Elimination System \(WPDES\)](#) permits. The Bureau conducts strategic [water quality monitoring](#); [water evaluation and assessment](#); citizen monitoring training and support; watershed planning; [water quality standards development](#); pollutant loading analysis and [Total Maximum Daily Load \(TMDL\)](#) development; [lake planning and restoration grants](#); aquatic plant management; [aquatic invasive species monitoring and grants](#); permit effluent limits calculations; WPDES permit issuance and compliance monitoring; and wastewater treatment plant operator outreach and education. The Bureau oversees permittee compliance with approximately 730 municipal permits and 355 industrial WPDES permits; the landspreading of industrial wastewater, septage and biosolids; 260+ ballast water permits; and 18 general permits.

The **Bureau of Fisheries Management**, which manages and monitors aquatic ecosystems including sport and commercial fisheries. The Fisheries Management subprogram annually deploys 226.68 positions and approximately \$25 million to manage fisheries in Wisconsin's 15,000 lakes, 84,500 miles of streams and rivers, two Great Lakes, and a portion of the Mississippi River. This statewide program is supported by

user fees from the sale of user-fee fishing licenses, federal Sport Fish Restoration grants, Tribal Gaming funds, and GPR.

Statutory responsibilities include:

1. Management of Fisheries and Aquatic Resources
 - a. Scientific management emphasizing protection, development and use of all desirable aquatic species.
 - b. Provide optimum use and enjoyment of aquatic resources. A healthy and diverse environment is essential to meet this goal and is promoted through management programs.
2. Surveys and Research to regulate use and direct stocking or habitat restoration
3. Habitat Protection and Improvement.
 - a. Actively protect and maintain habitat capable of supporting desirable aquatic species.
 - b. Habitat shall be improved where fish populations can be increased and such improvements are economically and ecologically feasible.
4. Propagation, Rearing and Distribution.
 - a. Rearing fish for stocking in waters lacking adequate natural reproduction and where reasonable returns are demonstrated by surveys.
 - b. Stocking priorities will be based on use opportunities, hatchery production capabilities, cost, and habitat potential.
5. General regulation of fishing as detailed in Chapter 29 of the state statutes.
6. Management of permit programs including fishing tournaments, wild bait harvest, and private stocking.
7. Outreach and Aquatic Education programs to engage the public in the fisheries management program and increase the ecological literacy of our citizens and their relationship to Wisconsin's waters and fisheries.

These responsibilities are fulfilled through scientific surveys of fish populations to assess the status of fish, their harvest and the condition of their habitat, fish health concerns, regulation of harvest by sport or commercial users, habitat restoration, fish population manipulations, selective stocking of gamefish and aquatic education and outreach programs.

The **Bureau of Drinking Water and Groundwater**, which manages activities that affect the safety, quality and availability of drinking water and groundwater. These activities include:

- a. Public Water Supply
 - Community water systems plan review
 - New treatment process evaluation
 - Capacity development program
 - Drinking water quality management
 - Public water data systems development and management
 - Federal Safe Drinking Water Act implementation
 - Public water systems compliance/surveillance
 - Drinking water system security
 - Potable high capacity well plan review
 - School well plan review

b. Private Water Supply

- Well driller and pump installer licensing
- Well driller and pump installer compliance/surveillance
- Establishment of special well casing areas

c. Groundwater

- Groundwater policy development
- Inter- and intra-agency coordination
- Coordinate groundwater monitoring and research
- Groundwater data management
- Groundwater quality standards development
- Underground injection review
- Heat exchange drilling review
- Irrigation, dewatering and other nonpotable high capacity well construction review
- Groundwater quality protection
- Hydrogeologic expertise in support of groundwater contamination response
- Well compensation

d. Water Use

- Water use data collection and management
- High capacity well review for impacts to waters of the state
- Groundwater quantity research
- Manage statewide water conservation and efficiency program
- Manage implementation of the Great Lakes-St. Lawrence River Basin Water Resources Compact.

II. GOALS & OBJECTIVES

Goal: Protect public health and safety by ensuring high-risk dams are maintained in a safe condition and appropriate plans are in place for emergency response to dam failures.

Objective/Activity: Increase the frequency inspection of high risk dams. Increase the number of Emergency Action Plans for state regulated dams by approximately 20% per year.

Goal: Protect public health and the environment while providing economic growth by efficiently administering the Wisconsin Pollution Discharge Elimination System (WPDES) water permit program.

Objective/Activity: Maintain the WPDES permit backlog at less than ten percent.

Goal: Continue to improve the quality of Wisconsin's waters by completing and implementing total maximum daily load plans for waters designated as impaired.

Objective/Activity: Complete the codification of criteria and processes to identify impaired waters and develop total maximum daily load analyses while completing 80 analyses annually for waters already identified as impaired.

Goal: Protect public health and safety and the state's groundwater resources by ensuring wells are constructed according to department regulations.

Objective/Activity: Perform a detailed inspection during construction at 5% - 10% of the wells constructed each year. This goal is based on current resources, however, the Department believes that ultimately 15% - 20% of new wells must be inspected to achieve adequate compliance with regulations. There are approximately 750,000 private wells in Wisconsin serving approximately 30 percent of the state's 5.5 million people. Over the last 10 years between 6,700 and 18,500 new wells were constructed each year. Well construction features required by department regulations are crucial to the integrity of a well and its capacity to consistently produce safe water. Many of these construction features can only be inspected during the construction phase of the well.

Goal: Protect public health and safety by ensuring public water systems are properly operated and maintained.

Objective/Activity: Perform a detailed inspection at every community public water system at least once every three years and at every non-community public water system at least once every five years. There are approximately 11,000 public water facilities in the state serving approximately 70 percent of the state's 5.5 million people. State oversight of these facilities is essential to assure that they are properly operated and maintained and to protect public health and safety. The facilities' operation, construction and monitoring are evaluated during these inspections, and any deficiencies noted are required to be corrected.

Goal: Protect the waters of the state that are held in trust for all of the people of the state through enforcement of the Public Trust Doctrine.

Objective/Activity: Implement a standardized compliance monitoring program in which a random sample of waterway permit projects are inspected. Five percent of all regulated activities will be inspected after they are implemented, including exemption determination request, general permits and individual permits. The monitoring level is a measure of the effectiveness of the waterway permit protection program. Ensure that compliance averages 70 percent, meaning that of the sites inspected, 70 percent are constructed in locations and with designs that meet statute, rule and permit standards. This is a measure of the department's performance in communicating the reasons to comply and the instructions on how to comply.

Goal: Ensure that water regulation permit programs that are critical for protecting the Public Trust Doctrine operate in a standard and efficient manner.

Objective/Activity: Implement program changes including codification of permit standards, creation of exemptions and general permits, centralized application processing, dynamic work load allocation among regional staff to balance work load, and more direct involvement of regional supervisors in review of permit decisions and work load allocations. Performance standards are that 50 percent of all requests qualify for exemptions or general permits. This is a test of the rules and recall decisions. Also, processing time on individual permits should 50 days or less. This does not include days from initial to complete application, the public comment or the appeal period.

Goal: Improve trout fishing in impaired waters in Wisconsin.

Objective/Activity: Maintain and intensively restore trout habitat funded by the Inland Trout Stamp at a level commensurate with staff level and available Trout Stamp.

Goal: Maintain adequate levels of fish stocking in Wisconsin waters, particularly Lake Michigan whose \$200 million fishery is almost totally dependent on stocking.

Objective/Activity: With completion of Wild Rose Hatchery, address infrastructure problems at other Great Lakes Facilities.

PERFORMANCE MEASURES

2012 AND 2013 GOALS AND ACTUALS

Performance Measure	Goal 2012	Actual 2012	Goal 2013	Actual 2013
Number of high-risk dams inspected per year.	51	46	85	92
Number of state-regulated, large dams with emergency action plans (188 at the end of FY08)	320	353	384	403
Complete total maximum daily load analyses annually for waters identified as impaired.	20	48	80	0
Maintain Wisconsin Pollution Discharge Elimination System water permit backlog at under 10 percent.	Under 10%	33.3%	30.7%	32.0%
Number of wells inspected during construction.	765	470	765	771
Percentage of community public drinking water systems inspected at least once in the past three years. ¹	--	--	100%	98.5%
Percentage of non-community public drinking water systems inspected at least once in the past five years. ¹	--	--	100%	99.3%
Percentage of general permits inspected after they are implemented.	10%	3%	10%	0% ²
Of water permit sites inspected, percentage constructed in locations and with designs that meet statute and rule standards.	70%	91%	70%	0% ²
Percentage of permit requests that are general permits or exemption determination requests.	50%	57%	50%	53%
Processing time on individual water permits should continue to average 45 days. This does not include days from initial to complete application, the public comment or appeal period.	45 days	54.5 days	45 days	54.5 days
Increase intensive trout habitat restoration funded by the Inland Trout Stamp from 25 miles to 30 miles of trout stream per year.	25 miles restored &/or maintained	36 miles restored &/or maintained	25 miles restored &/or maintained	20 miles restored &/or maintained

Performance Measure	Goal 2012	Actual 2012	Goal 2013	Actual 2013
Complete groundwater studies for Great Lakes hatchery facilities and initiate the scope of work and conceptual engineering for Kettle Moraine Springs Hatchery	--	--	Conduct groundwater studies for Great Lakes hatchery facilities	Underway but not yet completed

Footnote:

(1)New performance measure that the Bureau of Drinking Water and Groundwater did not begin tracking and reporting until 2013. The Bureau had previously tracked the percentage of all public water systems—both community and non-community—that had been inspected at least once in the past five years.

(2)Compliance monitoring not conducted in 2013 due to high staff vacancy rates and other priorities.

2014 AND 2015 GOALS

Performance Measure	Goal 2014	Goal 2015
Number of high-risk dams inspected by DNR or owners per year.	71	81
Number of state-regulated, large dams with emergency action plans (188 at the end of FY08)	450	540
Complete total maximum daily load analyses annually for waters identified as impaired.	40	0 ¹
Maintain Wisconsin Pollution Discharge Elimination System water permit backlog at under 10 percent.	20%	20%
Number of wells inspected during construction.	850	850
Percentage of community public drinking water systems inspected at least once in the past three years.	100%	100%
Percentage of non-community public drinking water systems inspected at least once in the past five years.	100%	100%
Percentage of permits inspected for compliance after they are permitted.	5%	5%
Of water permit sites inspected, percentage constructed in compliance with statute, rule and permit standards.	70%	70%
Percentage of waterway and wetland permit requests that are general permits	50%	50%

Performance Measure	Goal 2014	Goal 2015
Average processing time on waterway and wetland individual permits, measured from the date of receipt of a complete permit application to issuance of the permit decision.	50 days	50 days
Maintain and intensively restore trout habitat funded by the Inland Trout Stamp at 20 to 25 miles of trout stream per year depending on staffing.	20 miles restored &/or maintained	20 miles restored &/or maintained
Complete groundwater studies for Great Lakes hatchery facilities and initiate the scope of work and conceptual engineering for Kettle Moraine Springs Hatchery	Complete scope of work for Kettle Moraine Hatchery	Initiate conceptual Engineering for Kettle Moraine Hatchery

Footnotes:

The TMDL goal for 2015 is zero because Wisconsin is currently working on two large-scale, basin-wide TMDL analyses during this time frame: the Wisconsin River Basin TMDL and the Upper Fox River Basin TMDL. These will not be completed until after 2015, but are together expected to result in approximately 150 TMDLs when complete. EPA Region 5 has been briefed and is comfortable with this approach.

III. ACCOMPLISHMENTS

Bureau of Watershed Management Accomplishments

- As part of its ongoing effort to streamline permitting processes and free up more staff time for inspections and compliance checks, the Bureau began issuing a standardized water quality protection permit now available to large-scale dairy operations.
- The ePermitting system has been created to accept individual permit applications online in an effort to maximize the staffs time, reduce paper waste and providing a transparent process for the general public, allowing them to search for and track permits and public notices.
- In cooperation with our external partners, the Wisconsin Wetland Inventory was updated for 13 counties and this information was displayed on the Department's surface water data viewer for use by local, state and federal agencies and the general public.
- In response to the new 2011 Wisconsin Act 118 requiring wetland compensatory mitigation for the first time in Wisconsin, the Bureau has taken important steps in developing its overall mitigation program by hiring two new staff members to fulfill the roles of Compensatory Mitigation Coordinator and Wetland In-Lieu Fee Coordinator. These new staff members are key components to organize our statewide consistent approach ensuring a collective vision for wetland compensatory mitigation in Wisconsin by working to formulate new wetland mitigation guidelines, a new in-lieu fee program and wetland mitigation policies going forward. As a result there have been 4 new wetland compensatory mitigation banks approved, 1 formal prospectus for a new bank approved and numerous external parties expressing interest in

starting mitigation banks encouraged by the consistent standards and criteria contained within the new mitigation guidelines.

- 2011 Wisconsin Act 118 made changes to the Department's wetland law. Act 118 went into effect on July 1, 2012 and required the Department to issue a wetland general permit for 10 types of wetland discharges. To date, the Department has issued general permits for 6 of the 10 types of wetland discharges.
- To reflect the movement towards efficient permitting process and a watershed approach to wetland compensatory mitigation the Bureau has initiated the process with the U.S. Army Corps of Engineers to establish a wetland in-lieu fee program providing an additional method of compensatory mitigation to offset unavoidable adverse impacts to wetland resources focusing on the greatest watershed needs.
- The Wetland Identification Program was initiated in June of 2013 to implement the requirements of Chapter 23.321 of State Statutes, and consists of two services offered through DNR that provide landowners with evaluations and statements about whether their property contains wetlands. Any person who owns or leases land may request the services offered through the Wetland Identification Program. These services are currently offered in 15 counties in eastern Wisconsin, with the goal of implementing the Program on a statewide basis in 2014.
- 2011 Wisconsin Act 167 (effective August 2012) established new procedures under the DNR's authority to issue a general permits for activities that affect navigable waters (any activity regulated under Ch. 30, Wis. Stats). These new procedures exempts general permits from the definition of "rule" (eliminating the procedural requirements for promulgating these permits by adopting administrative rules to create a General Permit), and replaces that procedure with a public comment period and a legislative committee review process. The legislative review process provides for temporary suspension of general permits by certain legislative committees. Since the Act was signed. 4 general permits have been modified and created for:
 - Municipal Highways, Bridges, Arches and Culverts, wetland and waterway fill- this is a brand new statewide GP was required to be created by Act 167
 - Utility structures on bed, temp. bridges, wetland fill- this is a brand new statewide GP
 - Dredging removal of plant and animal nuisance deposits- this GP modified an existing rule GP to be applicable statewide
 - Fish Habitat Structures- this GP converted over current fish habitat rule GPs and created a new fish habitat GP for large wood projects

Bureau of Water Quality Accomplishments

- [Monitored](#) 102 severely-impacted stream sites for fish, macroinvertebrates, qualitative habitat, temperature, pH, dissolved oxygen, conductivity, conductivity and one total phosphorus sample.
- Trainings conducted by the Citizen Stream Monitoring Program introduced about 340 volunteers to the basics of monitoring, waterbody types and connection between land use and the resulting effects on water quality.
- A total of 1,833 waters were assessed for the [2012 Report to Congress](#). The assessment process included methods for analyzing lakes, rivers and stream data based upon new administrative rules containing phosphorus water quality criteria.

- The [Eagle and Joos Valley creeks were delisted as impaired waters](#) due to successful watershed restoration projects aimed at reducing nonpoint pollution from agricultural activities.
- The [Lower Fox Total Maximum Daily Load \(TMDL\)](#), approved by EPA on May 12, 2012, includes 14 impaired waters polluted by excess phosphorus (TP) and total suspended solids (TSS,) impairing fish and aquatic life uses of these waterbodies.
- The [DNR Lakes website](#) was redesigned and the Lakes web pages continue to grow both in content and popularity, with over 23,000 hits during the month of June 2012.
- Annual spring [Aquatic Invasive Species \(AIS\)](#) Monitoring Trainer and [SWIMS \(database\)](#) training courses were held; one each for new trainers and one each as a refresher. Over 100 new AIS volunteers became citizen monitors during 2012.
- New guidance documents were developed and/or enhanced to help reissue permits and implement [phosphorus standards](#) that became effective 2010: Phosphorus Implementation Guidance, TMDL Implementation Guidance, the Adaptive Management Handbook, and [Water Quality Trading](#) Guidance.
- Six [WPDES general permits](#) were revised in 2012: land application of sludge, land application of wastewater, landspreading of by-product solids, contaminated groundwater and remedial actions, petroleum product contact water and pit-trench dewatering.
- Staff developed and issued new [pesticide-related permits](#) due to changed interpretation of federal regulations and laws. DNR fast-tracked these permits so that EPA and the state would be compliance with their implementation requirements.
- DNR staff completed 208 permitted-facility compliance inspections and 89 laboratory audits to ensure data quality in 2012.
 - Approximately 100 counties, lake associations and other organizations across Wisconsin were awarded more than \$2.8 million in state grants during 2012-2013 to help protect lakes and rivers from the threats of aquatic invasive species (AIS).
 - See the [2012 Water Quality Highlights](#) for more information.

Bureau of Fisheries Management Accomplishments

- Fisheries Monitoring - Sampled almost 900 lakes, rivers and stream sites to assess fish population, habitat health and angler harvest per year. Managed fisheries in 15,000 lakes and 44,000 miles of streams. Wisconsin is entering its second decade of standardized monitoring of fish populations and habitat in its lakes, rivers, and streams. The upgraded and standardized monitoring system, along with a state-of-the-art database management system, has allowed Wisconsin's fisheries biologists and administrators to examine important statewide as well as local trends in fish population dynamics and harvest, providing in turn key insight needed for effective regulation development and long term planning.
- Fish Propagation - Raised and stocked over 7.6 million fish per year. Wisconsin's fisheries program completed a thorough study of its state hatchery facilities and system, which provided the information needed to do the long-term planning for the facility upgrades and technology improvements required to maintain high levels of production of quality fish for stocking and maintenance of important fisheries in the state.
- Trout Habitat and Fishery Management - Improved and maintained habitat on 76 trout streams; 56 miles total. Wisconsin's trout habitat program has been in a leadership position in this field for most of the last 60 years. The program has

evolved over time and is currently focusing on less intensive, more natural-like methods to improve in-stream habitat for specific trout species and life stages.

- Conducted a comprehensive public review of the inland trout program and regulations. Wisconsin's current suite of trout regulations, which manages streams by regulation class or type attempting to focus on a balance between the stream productive capability and the angler desires, was developed and implemented in the early 1990s. The WI fisheries program initiated an effort in 2012 to work with trout anglers across the state to conduct a thorough review of the trout management objectives and regulations, their effectiveness over the last 20 years, and make recommendation on what direction we should go into the next 20 years. A new regulation package is being developed jointly by trout anglers and biologists that will be submitted for review in 2014.
- Bilingual Youth Fishing Outreach - Implemented bilingual summer youth fishing outreach programs at five sites. The face of the typical Wisconsin angler is changing. While the fisheries program continues to work closely with traditional customers, immigration trends in the state over the last 20 years has resulted in a wave of new anglers and potential anglers all interested in fishing and enjoying the recreational as well as fish-to-eat opportunities with the state's diverse fisheries. This special effort works with youth and their parents through a "summer school" scenario to get bilingual kids introduced to fishing and actually out there fishing.
- 2012 Year-Class of New Fisheries Biologists - Hired a new class of 14 Fisheries Biologists who are stationed throughout the state. Quality staff are key to a quality program. Due to previous budget constraints Wisconsin was unable to hire new fisheries biologists for several years in the mid-2000s. Finally after some resolution of these issues, the fisheries program was allowed to hire 14 new field Fisheries Biologists. The training and quality of the new biologists was superb which puts Wisconsin in good stead going forward as this "2012 yearclass" of fisheries biologists will be the future of the program as we move through the next several decades.
- Warmwater Habitat Improvement - Completed more than 3,000 acres of habitat restoration at Pool 8 Island (Phase 3), Mississippi River. Completed a pilot partnership lake habitat development project (Fish Sticks Project) in Bayfield County. While we have spent much money and time improving coldwater habitat in trout waters for decades, warmwater habitat improvement has often been limited to a handful of large-scale projects on large systems like the Mississippi River and the Lake Winnebago System. In 2012, Wisconsin continued its fine work with the large-scale habitat work on the Mississippi River with the restoration of more than 3000 acres of prime fisheries habitat in Pool 8. The Wisconsin Fisheries program also committed resources to an innovative small lake warmwater habitat project – the "Fish Sticks" project on 4 lakes in Bayfield County. More than 600 trees were installed and anchored along the shore on four lakes in the county to restore littoral habitat that had been lost or destroyed over time. Field Fisheries Biologists worked with local shoreline property owners and lake associations, along with Department permit staff to secure the funding and the permits to get this project completed. The excellent results in fishery response thus far prompted a second round of project writing for 2013-14 with the hopes of eventually expanding the program gradually throughout the state.

Bureau of Drinking Water and Groundwater

- During 2012 over 96 percent, or 10,999 of 11,409 public water systems, met federal drinking water standards set to protect public health. These systems had no water samples exceeding health-based standards for regulated contaminants.
- In 2013 the Bureau implemented a new data system to accept and store monthly operating report (MOR) data from public drinking water systems. MORs contain required documentation of a system's operations such as monthly pumpage, chlorine residual, turbidity, and temperature. Previously, MORs were submitted in various types of electronic spreadsheets or paper formatted reports.
- Staff continued to focus on moving public water systems back into compliance more quickly in 2012. In 2012, there were one-third fewer monitoring and reporting violations (493, down from 630 in 2011). This means public water systems improved at collecting samples in the required time frames.
- In FY 2013, approximately 20 communities submitted wellhead protection (WHP) plans to the DNR. There are now over 400 communities that have a WHP plan for at least one of their wells.
- On July 17, 2012, a large gasoline spill from a petroleum product pipeline occurred in the Town of Jackson in Washington County. The DNR, working with DHS and local health departments, issued an Area-wide Drinking Water and Flush Only advisory as a precaution because of the contamination of some wells. Eighty Point-Of-Entry Treatment Systems were installed, and post-installation sampling is ongoing. The Department is working with the affected area to develop a long term water supply solution.
- The Wisconsin Supreme Court's July 2011 decision in Lake Beulah Management District v. State, 2011 WI 54 (2011) has further modified DNR high capacity well application reviews. The Court concluded that "the DNR has the authority and a general duty to consider whether a proposed high capacity well may harm waters of the state." Given the decision, the DNR has broadened the scope of its high capacity well application review to include potential impacts to all waters of the state, including all surface waters, wetlands, and public and private wells.

Customer Assistance and Employee Services (CAES) Division

I. DIVISION SUMMARY

The activities included under this Division serve three distinct purposes: management; the provision of support services; and the provision of core customer services.

The management goal is to direct and control the various activities of the Department to ensure they conform to the intent of the Legislature, the Governor and the Natural Resources Board.

Support services provided to other bureaus in the Department include: (1) fiscal management; (2) legal services; (3) budget and management analysis and implementation; (4) office services; (5) data processing services; (6) personnel management; and (7) affirmative action planning and implementation. These services are centrally furnished to enhance the efficiency and effectiveness with which Department responsibilities are carried out.

Core customer services include: (1) license sales; (2) directing education and information initiatives; (3) administering multiple financial assistance programs that benefit municipal governments, nonprofit conservation organizations and individual homeowners; and (4) providing liaison support to local, state, federal governments and nonprofit conservation organizations.

Bureaus within this Division include:

Administration

This bureau includes the Department Secretary, Deputy Secretary, the Executive Assistant and their support staff. The Secretary is responsible for implementing policies established by the Governor, Legislature, and Natural Resources Board, and is responsible for providing policy direction and supervision for all Department activities and overseeing over 2700 employees in the Madison office, the five regional offices, the customer service centers and work sites throughout the state.

Legal Services

This bureau provides legal support and representation in development, implementation, review, and enforcement of Department programs. Its responsibilities include providing legal advice on the Department's authority for daily operations, drafting or reviewing proposed legislation and administrative rules, training of Department staff, serving as counsel at administrative hearings, determining Department compliance with applicable state, local and federal statutes and regulations, and resolving legal problems on a case-by-case basis.

Finance

This bureau is responsible for administering and managing the Department's fiscal and controllership functions. The bureau serves as financial advisor to the Office of the Secretary, administrators, and program managers. The objectives are to: (1) ensure that financial transactions comply with statutes, administrative rules and the State Controller's Office policies and procedures; and (2) summarize data into meaningful and accurate reports for both internal and external customers. The bureau contains four sections — Reporting Services, Purchasing, General Accounting and Management

Accounting. Each region has a financial specialist to provide selected services to its respective region.

Management and Budget

The goal of this bureau is to integrate planning, budgeting and management analysis by assisting the Secretary in preparing the Department's biennial budget and any adjustments to it; coordinating federal funding and policy issues; and coordinating and analyzing the Department's policy and procedures systems.

Technology Services

This bureau provides information management consulting in the areas of systems development and project management, operational support of technology servers, networks, and personal technology resources, establishes technology architecture and standards in compliance with the Division of Enterprise Technology standards, and establishes security practices and processes to best meet the Department's business needs. The bureau seeks to meet the strategic objectives of the State of Wisconsin and the DNR regarding management information systems and technology.

Human Resources

In partnership with Department management, the Bureau of Human Resources plans for, recruits, develops and maintains a diverse, qualified and productive workforce and a health conscious and safe work environment in adherence with the Wisconsin Civil Service System and applicable federal and state laws. The Bureau provides human resources and risk management services with consistent applications throughout the Department. It advocates for progressive and responsive human resources management policies and programs that foster a safe, challenging and fulfilling work environment; and manages the Department's car, truck and heavy equipment fleet.

Customer Service and Licensing

The Customer and Outreach Services bureau manages Service Center and Call Center operations; the development and implementation of information systems used to issue license and recreational vehicle privileges for natural resources users; business outreach services for contracted agents; and public outreach services for the general public using an array of media. The bureau is responsible for responding to public inquiries regarding the interpretation of regulations pertaining to natural resources use and management; outdoor recreational licenses and environmental permits; registration of boats, snowmobiles and all-terrain vehicles; and the dissemination of information through a variety of media, including publication of the Natural Resources Magazine, department-wide video production activities and the Department's web site.

Office of Communication

The Office of Communication oversees agency communication efforts and consults with management and programs to direct the Department's communications and education program. The Office directs the Department's communication and education initiatives, works with program staff to identify communication and education opportunities, strategies and needs, and develops initiatives to meet those needs. It directs the activities of communication staff in the field on Department-wide initiatives. Communication and education staff counsel top management in setting and implementing primary communication goals and policy for the Department. This subprogram also serves as a focal point for media contacts statewide. The Office develops curricula for Wisconsin teachers, nature center personnel and other educators

on priority natural resource and environmental topics. These activities support the Department's effort to make Wisconsin citizens well-informed, responsible decision-makers who can analyze environmental and natural resource issues and take an active role in managing their natural resources.

The Office of Communication develops and implements communication priorities and plans; manages DNR's crisis communications situations, such as natural disasters, nuclear emergencies, and law enforcement exercises and cooperates with other state agencies in crisis management; develops over-arching agency publications, speeches, public services announcements and news releases, serves as the agency's press secretary and spokesperson; and manages special events for the Department.

Community Financial Assistance

This bureau administers several conservation, environmental, and recreational grant and loan programs, which are listed below:

Public Health & Safety

- Dams – Removal
- Dams – Municipal
- Dry Cleaning Environmental Response
- Forest Fire Protection
- Municipal Flood Control
- Well Abandonment and Compensation
- Clean Water Fund Loans
- Safe Drinking Water Loans

Natural Resources & Environment

- Aquatic Invasive Species
- County Conservation Aids
- Clean Vessel Act (Federal)
- Gypsy Moth Suppression Program
- Lake Management Planning
- Lake Protection and Classification
- Recycling Grants to Responsible Units
- Recycling Consolidation
- River Protection Planning
- River Protection Management
- Runoff Management – Targeted Runoff Management
- Runoff Management – Urban Nonpoint Source & Storm Water
- Runoff Management – Notice of Discharge
- Stewardship – Grants to Nonprofit Conservation Organizations
- Stewardship – Local Assistance Grants
- Urban Forestry
- Urban Wildlife Damage/Abatement Control
- WI Forestry Landowner Grant Program

Outdoor Recreation

- All-terrain vehicles (ATV) Trails
- Land & Water Conservation Fund (Federal)
- Boating Infrastructure (Federal)
- Recreational Boating Facilities
- Recreational Trail Act (Federal)
- Sport Fish Restoration (Federal)
- Snowmobile Trails
- Stewardship Friends
- Utility Terrain Vehicle Trails

Customer and Employee Services Program Management

This program provides leadership to the Department's customer service, outreach and partnership efforts, and provides liaison support to various entities. The bureau is responsible for management of the regional offices and the Division of Customer and Employee Services (CAES), security and privacy of records and information, and internal auditing.

Office of Business Support & Sustainability

The Office of Business Support & Sustainability's (OBSS) mission is to provide a single point of contact service to businesses and governmental agencies that enhances their ability to meet and exceed environmental and economic objectives. OBSS facilitates cross-agency coordination on important project proposals and policy matters, assuring proactive DNR participation and clear communications with its business and government customers, and tangible support of sustainable business practices both within and outside the department.

II. GOALS & OBJECTIVES

Goal: Reduce the number of lost workdays due to worker's compensation claims.

Objective/Activity: Support, train and mentor department staff through systems that allow them to manage work load, be productive and maintain a safe work environment. By 2011 the number of lost workdays per 100 employees resulting in worker's compensation claims will be three days.

Goal: Issue grant agreements and contracts per statutes and rules.

Objective/Activity: When land acquisition is involved: Issue 100% of grant contracts within 16 months of grant application submittal

Goal: Issue grant agreements and contracts per statutes and rules.

Objective/Activity: For all other grants: Issue 95% of grant agreements within 180 days of grant application submittal

Goal: Encumber funds for fully-executed grant agreements and grant contracts (unless direct pay)

Objective/Activity: Encumber 100% of funds, where appropriate, before June 1 each year

Goal: Issue Financial Assistance Agreements (FAAs) for eligible loan projects

Objective/Activity: Issue FAA's within 240 days of loan application acceptance (unless otherwise requested by the municipality)

Goal: Improve customer service response times

Objective/Activity: Daytime Hours - Handle call volumes with 95% of calls answered within 1 minute and not more than 5% of calls answered in more than 1 minute.

Objective/Activity: Night-time/Weekend Hours - Handle call volumes with 90% of calls answered within 1 minute and not more than 10% of calls answered in more than 1 minute.

Objective/Activity: Respond to all web inquiries within 48 hours of receipt.

Objective/Activity: Process 90% of the boat, ATV and snowmobile registrations processed within 5-7 days of receipt.

Objective/Activity: Fulfill License and Registration Agent publications requests within 2 business days

PERFORMANCE MEASURES

2012 AND 2013 GOALS AND ACTUALS

Performance Measure	Goal 2012	Actual 2012	Goal 2013	Actual 2013
Number of lost workdays per 100 employees resulting from worker's compensation claims.	3	9.16	3	19.62 ¹

Footnote:

(1) 2013 measure is higher than in typical years because of incidences where employees were no longer actively working for the Department but were still being covered under the worker's compensation act.

2014 AND 2015 GOALS

Performance Measure	Goal 2014	Goal 2015
Number of lost workdays per 100 employees resulting from worker's compensation claims.	3	3
For land acquisition grant agreements, issue 100% of grant contracts within 16 months of grant application submittal.	100%	100%
For all other grants agreements besides land acquisition, issue 95% of contracts within 180 days of grant application submittal.	95%	95%
Encumber 100% of grant funds, where appropriate, before June 1 each year.	100%	100%
Issue Financial Assistance Agreements (FAAs) within 240 days of loan	100%	100%

Performance Measure	Goal 2014	Goal 2015
application acceptance (unless otherwise requested by the municipality).		
Handle daytime call center volumes with 95% of calls answered within 1 minute.	95%	95%
Handle night-time/weekend call center volumes with 90% of calls answered within 1 minute.	90%	90%
Respond to all web inquiries within 48 hours of receipt.	100%	100%
Process 90% of the boat, ATV and snowmobile registrations processed within 5-7 days of receipt.	90%	90%
Fulfill License and Registration Agent publications requests within 2 business days	100%	100%

III. ACCOMPLISHMENTS

- Issued 134 Safe Drinking Water (SDW), Clean Water Fund (CWF) and other loans at a total value of over \$475 million. These loans benefitted local units of government with a population totaling over 2.4 million people.
- Issued 6,683 grants at a total value of over \$150 million.
- Migrated all agency desktops from Microsoft Windows XP to Windows 7 operating system.
- Assisted with state-wide voicemail conversion from Mitel to Cisco Unity platform.
- Assisted with state-wide long distance carrier conversion from AT&T to CenturyLink.
- Re-established the BTS Customer Forum (BCF) to communicate agency-wide IT information to customers
- Re-Established the DNR Help Desk with staff on site to reduce internal customer response times
- Increase Department utilization of SharePoint.
- Entered into a Memorandum of Understanding for the state's first Enterprise Agency Pilot Program. The Enterprise agreement is focused on producing better outcomes and at less cost than under the current processes and procedures, specifically for Capital Development & Fleet operations.
- From the introduction of the Lean Initiative at Wisconsin DNR in March 2012 through the end of the 2011-13 biennium:
 - 10 projects have been completed and 26 projects are being implemented.
 - The Department is saving more than 4,000 hours annually on implemented improvements.
 - Product and services delivery times to customers have been reduced by an average of 55% on implemented improvements.
 - 277 employees have received Lean training.

Overview of DNR's 2013-15 Biennial Budget

The 2013-15 DNR Biennial Budget includes \$578.6 million for 2013-14 and \$573.3 million for 2014-15. In total, the two-year budget reflects an increase of \$28.5 million over the 2013-15 Biennial Budget and a 2.5% increase over the 2012-13 base.

The Budget includes a variety of items which have both positive and negative impacts on the final overall growth number. For example, it includes a two year decrease of \$13.5 million related to standard cost to continue items as defined by DOA, which are primarily composed of the difference in amounts budgeted for salaries versus actual salary costs. It also includes increases of \$21.7 million for debt service reestimates.

The Budget increase also reflects an \$18.5 million increase associated with the Consolidation of Petroleum Environmental Cleanup Programs in DNR, with their transfer from DSPS.

2013-15 Department of Natural Resources Budget (dollars in millions)					
		Changes		Final	Budget
Funding Source	Base	\$\$	\$\$	\$\$	\$\$
	2012-13	2013-14	2014-15	2013-14	2014-15
General Fund	\$128.5	\$9.4	\$12.6	\$138.0	\$141.1
Conservation Fund	239.8	-3.2	-5.1	236.6	234.8
Environmental Fund	67.3	-0.7	0.1	66.6	67.4
Clean Water Fund	2.4	-0.1	-0.1	2.2	2.3
Petroleum & Env. Cleanup	5.9	10.0	4.9	15.9	10.8
Dry Cleaner Repair	1.0	1.0	-	2.0	1.0
Program Revenue	24.1	-1.7	-1.7	22.4	22.4
Program Revenue-Service	11.2	0.1	0.1	11.4	11.3
Tribal Gaming Agreements	1.6	-	-	1.6	1.6
Federal	79.8	2.1	0.8	81.9	80.6
Department Totals	\$561.70	\$16.9	\$11.6	\$578.6	\$573.3

The budget includes a decrease of 34.40 FTE to the Department's base staffing complement, bringing overall staffing to 2,624.54.

The Budget does include a variety of other initiatives, which are grouped into the following categories:

Department of Natural Resources 2013-15 Final Budget Highlight Categories		
	2013-14	2014-15
I. Deer Management	\$1,300,500	\$641,500
II. Outdoor Recreation	2,790,700	3,806,800
III. Environmental Protection	4,286,800	2,336,800
IV. Business Growth & Job Development	300,800	334,400
V. Streamlining & Efficiencies	11,282,600	7,184,700
VI. Operations Increases	649,200	649,200
VII. Bonding-- \$21.0 million		
Total	\$20,610,600	\$14,953,400

Additional detail on the highlighted categories is provided in the table below:

Department of Natural Resources 2013-15 Final Budget Highlights		
	2013-14 \$	2014-15 \$
<u>I. Deer Management</u>		
1. Funding to implement recommendations of the Deer Management Report.	\$1,300,500	\$641,500
<u>II. Outdoor Recreation</u>		
2. Walleye Initiative —Provides additional GPR funding to boost production of walleyes as outlined in the table below.	\$2,036,000	\$2,980,300
3. Also includes a fish hatchery capacity expansion project funded with \$8.2 million in existing conservation fund SEG-supported general obligation bonds in the 2013-15 capital development budget for increased walleye production at various state fish hatcheries.		
4. Hatchery Infrastructure —Reallocates \$14 million of stewardship bonding		

Department of Natural Resources 2013-15 Final Budget Highlights		
	2013-14 \$	2014-15 \$
authority over 2 years (2014-2016) to invest in the modernization of the Kettle Moraine Springs Fish Hatchery.		
5. Additional funding for fish hatchery operations on an ongoing basis.	\$85,000	\$135,200
6. Land Sales —Requires the Natural Resources Board to offer for sale at least 10,000 acres of DNR property located outside project boundaries established as of May 1, 2013, on or before June 30, 2017.		
7. Wolf Licenses/ Nighttime Hunting —Reduces wolf hunting license fee and eliminates night hunting of wolves.		
8. Bonus Deer Hunting Permit in CWD Zones —Establishes a permit fee of \$5.75 and gives the Department authority to increase it through the rules process. Fee revenues are to be used for CWD management and testing.		
9. Hunter Education —Establishes a \$50,000 pilot program designed for youth hunting recruitment.	\$50,000	\$50,000
10. McKenzie Environmental Educational Center Operations —Directs the Department to fund \$239,000 SEG for the continuation of school-based environmental education services through August 15, 2014.		
11. Parks Staffing —Increases limited term employee hours at multiple state parks and southern forest properties.	\$150,000	\$150,000

Department of Natural Resources 2013-15 Final Budget Highlights		
	2013-14 \$	2014-15 \$
12. Elk Reintroduction —Allows for elk reintroduction in Ashland, Bayfield, Jackson (new) and Sawyer Counties.		
13. Snowmobile Trails Funding —Modifies gas tax transfer formula to provide additional trail aids funding.	\$469,700	\$491,300
III. <u>Environmental Protection</u>		
14. Sand Mine Monitoring — Adds 2 FTEs for sand mine permitting and compliance.	\$223,400	\$223,400
15. Funding for Air Quality Programs —Increases fees for Title V and Non-Title V air emitters to balance accounts and meet EPA funding requirements.	\$2,028,400	\$2,028,400
16. Ballast Water Program — Extends the sunset on ballast water fees to December 31, 2015		
17. Dry Cleaner Funding — Provides additional spending authority to address contamination at dry cleaner sites.	\$950,000	
18. Remote Water Quality Sensing —Adds a project position to develop a remote water quality sensing program utilizing satellite technology.	\$85,000	\$85,000
19. Vapor Recovery Equipment Removal Grant Program — Creates program to reimburse gas stations for the costs of removing Stage II vapor recovery equipment.	\$1,000,000	
IV. <u>Business Growth & Job Development</u>		
20. Small Business Assistance Program —Adds 2 small business environmental assistants to help small	\$100,800	\$134,400

Department of Natural Resources 2013-15 Final Budget Highlights		
	2013-14 \$	2014-15 \$
businesses navigate permit processes.		
21. IT Development Funding for Permit Streamlining and Data Integration-- Efficiencies will be realized by creating infrastructure for data integration to advance department streamlining & permitting efforts.	\$200,000	\$200,000
V. <u>Streamlining & Efficiencies</u>		
22. Construction Erosion Control Program— Authority on erosion control transferred from DSPS to DNR – an issue EPA asked to be addressed in their list of 75 issues.		
23. PECFA Transfer-- Sole oversight over PECFA returned to the DNR along with 23.3 FTE. DSPS previously had oversight for minor and moderate projects	\$11,282,600	\$7,184,700
VI. <u>Operations Increases</u>		
24. Increases funding for Forestry emergency vehicle fleet operations.	\$120,000	\$120,000
25. Continues lease programs for warden lap-tops, forestry radios, and park ranger lap-tops and radios	\$529,200	\$529,200
VII. <u>Bonding</u>		
26. Provides \$21 million in additional bonding for dam repair and removal, Great Lakes contaminated sediment removal, and abatement of nonpoint source pollution.		

Agency Progress On Developing Flexible Work Schedules

The Department of Natural Resources is dedicated to their employees as well as the natural resources we serve. We are committed to attracting, developing and keeping a multicultural workforce in an array of professions such as law enforcement, information technology, water resource management, research scientists, administrative, engineering, and many more. We strive to make our customers the focus of everything we do and recognize that our people are our greatest asset. One way we have strengthened our workforce is through flex-time schedules.

Flex-time allows our employees to select the hours he or she will work. Some of our employees on a flexible schedule may work a condensed work week or may work a regular work week. Those working a condensed week may work four ten hour days, rather than five eight hour days. Those who work a five day week may work hours other than the typical 'nine to five'.

Many individuals are benefiting from a flexible work schedule at the Department of Natural Resources. The obvious benefit to us as an employer is the ability to accommodate employees who have trouble balancing their jobs and their families. In order to retain those employees it is in our supervisor's best interests to allow their staff to have a flexible schedule.

Throughout all of this, we will continue to work with management to ensure the best business options are available to all of our employees and ensuring the work is continuing to be accomplished.