

Department of Safety and Professional Services



**2009-2011
Biennial Report**



STATE OF WISCONSIN

Department of Safety and Professional Services
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December 20, 2011

The Honorable Scott Walker
Governor of Wisconsin
State Capitol
Madison, WI 53702

Members of the Wisconsin Legislature
State Capitol
Madison, WI 53702

Dear Governor Walker and Members of the Legislature:

It is with great pleasure that I submit to you the 2009-2011 Biennial Report for the Department of Safety and Professional Services (DSPS).

The past year has been a period of major transition for the DSPS, which was formed through the merger of the former Department of Regulation and Licensing and parts of the former Department of Commerce under 2011 Wisconsin Act 32. The first half of this year was filled with extensive planning to bring these two agencies together. During the second half of this year, the focus has shifted to implementing the new consolidated agency and developing resulting efficiencies. We look forward as an agency, in the years ahead, to providing an increased level of customer service and efficiency as our contribution to growing Wisconsin's culture for job creation.

Our biennial report is a snapshot of some of the department's recent accomplishments, as well as a preview of some of the goals and objectives we will be working toward in the near future. I would like to take this opportunity to thank the Governor, members of the Legislature, our employees and stakeholders who have all been supportive of the creation of this new agency.

Sincerely,

Dave Ross

Department of Safety and Professional Services 2009-2011 Biennial Report

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The Department of Safety and Professional Services

Quick Facts

- The Department of Safety and Professional Services (DSPS) is responsible for ensuring the safe and competent practice of licensed professionals in Wisconsin. The department also administers and enforces laws to assure safe and sanitary conditions in public and private buildings and regulates petroleum products and petroleum storage tank systems.
- 2011 Wisconsin Act 32 (2011-13 Biennial Budget) created DSPS by combining the Department of Regulation and Licensing (DRL) with the Division of Safety and Buildings and the Division of Environmental and Regulatory Services from the Department of Commerce.
- DSPS provides policy coordination and centralized administrative services for more than 70 boards, sections, councils, advisory committees, and direct licensing professions.
- The department oversees the regulation of approximately 200 types of credentials and specialty permits in more than 60 professional fields.
- DSPS issues more than 27,500 new credentials and renews more than 430,000 existing credentials each biennium. It also verifies about 7,000 Wisconsin licenses per year to other states.
- DSPS receives more than 2,500 consumer complaints per year.
- The agency is organized into six divisions and two offices:
 - Office of the Secretary
 - Division of Board Services
 - Division of Enforcement
 - Division of Environmental and Regulatory Services
 - Division of Management Services
 - Division of Professional Credential Processing
 - Office of Education and Examinations
 - Division of Safety and Buildings
- 379.6 full-time employees.

The Department of Safety and Professional Services

Agency Responsibility:

The Department of Safety and Professional Services is responsible for ensuring the safe and competent practice of licensed professionals in Wisconsin. The department also administers and enforces laws to assure safe and sanitary conditions in public and private buildings and regulates petroleum products and petroleum storage tank systems. It provides administrative services to the state occupational regulatory authorities responsible for regulation of occupations and offers policy assistance in such areas as evaluating and establishing new professional licensing programs, creating routine procedures for legal proceedings, and adjusting policies in response to public needs. Currently, the department and regulatory authorities are responsible for regulating more than 430,000 credential holders and 200 types of credentials.

The department investigates and prosecutes complaints against credential holders and assists with drafting statutes and administrative rules. The Professional Assistance Procedure (PAP) program enforces participation agreements with credential holders who are chemically impaired, allowing them to retain their professional credentials if they comply with requirements, including treatment for chemical dependency.

The department provides direct regulation and licensing of certain occupations and activities. Numerous boards and regulatory authorities attached to the department have independent responsibility for the regulation of specific professions in the public interest. Within statutory limits, they determine the education and experience required for credentialing, develop and evaluate examinations, and establish standards for professional conduct. These standards are set by administrative rule and enforced through legal action upon complaints from the public. The regulatory authorities may reprimand a credential holder; limit, suspend, or revoke the credential of an individual or business entity who violates laws or board rules. In some cases forfeitures may also be imposed against a credential holder.

Regulatory authority members must be state residents, and they cannot serve more than two consecutive terms. No member may be an officer, director, or employee of a private organization that promotes or furthers the profession or occupation regulated by that board.

Organization:

The Governor appoints the Secretary of the Department with the advice and consent of the Senate. The Secretary appoints a Deputy Secretary, an Executive Assistant, and the heads of various subunits from outside the classified service.

The boards and councils attached to the department consist primarily of members of the professions and occupations they regulate. In 1975, the legislature mandated that at least one public member serve on each board. In 1984, it required an additional public member on most boards. Public members are prohibited from having ties to the profession they regulate. In most cases, the Governor appoints all members of the licensing and regulatory boards with the advice and consent of the

senate. However, in some cases, council members are appointed by the governor without Senate confirmation, by the Secretary of the Department, or by their related examining boards.

Unit Functions:

The Division of Board Services provides professional, legal, and administrative support to 64 regulatory boards, councils, and committees. This includes: preparing agendas, transcribing meeting minutes, and researching and analyzing issues related to the regulated professions. The division also facilitates the drafting and implementation of new laws, rules, and policies. It provides legal advice, counsel, and assistance throughout the agency and to the boards. Legal counsel researches and responds to practice questions, drafts administrative rules, and analyzes legislation.

The Division of Enforcement investigates complaints against credential holders and initiates formal disciplinary actions, where appropriate. The division also inspects business establishments of credential holders and has authority to audit specific trust accounts and financial records. The monitoring and Professional Assistance Procedure programs are also located in the division. The monitoring program monitors disciplinary Orders to ensure compliance. The Professional Assistance Procedure program provides alternatives to standard disciplinary proceedings for credential holders who seek help for substance abuse problems.

The Division of Environmental and Regulatory Services is responsible for sampling and testing petroleum products. It inspects existing tank systems at terminals, bulk plants, and retail and nonretail sites. It registers, reviews plans, and issues permits for new underground and above-ground storage tank systems. The division also administers the state's Petroleum Storage Environmental Cleanup Fund Act (PECFA) program that funds cleanups at properties contaminated by leaking underground petroleum storage tanks, supervises the remediation of low and medium risk sites and approves costs for all projects funded by PECFA.

The Division of Management Services provides administrative and technical support assistance to the department and boards, including information technology, budget and fiscal services, human resources, and administrative support services.

The Division of Professional Credential Processing is responsible for receiving and processing applications for professional credentials and for renewal of professional credentials. It receives applications for licenses and permits, creates applicant records, and determines whether credential criteria have been met.

The Division of Safety and Buildings promotes public safety, health, and welfare by administering state laws pertaining to commercial buildings, dwellings, structures, amusement rides, ski lifts, mines, and the subsystems that serve buildings, such as plumbing, boilers, private sewage, electrical service, fire sprinklers, heating, and elevators. It oversees the housing design and construction requirements of the Fair Housing Law. The division develops and enforces health and safety-related administrative rules, reviews plans for proposed construction, makes initial and follow-up inspections, issues credentials, and provides training and consulting services. Finally, the division administers the Fire Dues program. The program provides support and direction for municipal fire protection and is funded by a percentage of fire-related insurance premiums, which are paid to the Office of the Commissioner of Insurance by insurers providing fire coverage.

Department of Safety and Professional Services

History:

The 2011-13 biennial budget, 2011 Wisconsin Act 32 created the Department of Safety and Professional Services (DSPS) by combining the Department of Regulation and Licensing (DRL) with the Division of Safety and Buildings and the Division of Environmental and Regulatory Services from the Department of Commerce.

Chapter 75, Laws of 1967, created DRL and attached to it 14 separate examining boards that had been independent agencies. The 1967 reorganization also transferred to the department some direct licensing and registration functions not handled by boards, including those for private detectives and detective agencies, charitable organizations, and professional fund-raisers and solicitors.

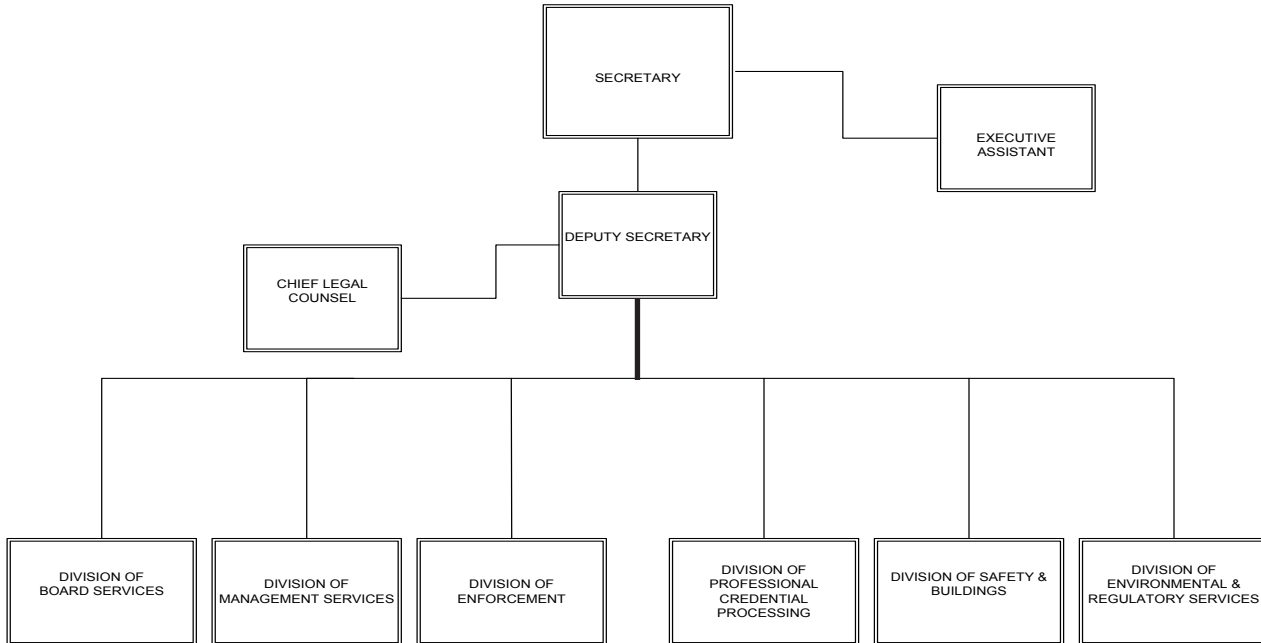
DRL's responsibilities changed significantly after its creation. Initially, it performed routine house-keeping functions for the examining boards, which continued to function as independent agencies. Subsequently, a series of laws required the department to assume various substantive administrative functions previously performed by the boards and to provide direct regulation of several professions.

The DSPS Division of Safety and Buildings traces its roots to 1911 when the Legislature created the Industrial Commission in Chapter 485 to set standards for a safe place of employment. This "safe place" statute was extended in Chapter 588, Laws of 1913, to include public buildings, defined as "any structure used in whole or in part as a place of resort, assemblage, lodging, trade, traffic, occupancy, or use by the public, or by three or more tenants." The commission adopted its first building code in 1914. Programs added over the years include plumbing, heating, ventilation, air conditioning, energy conservation, private on-site waste treatment systems, accessibility for people with disabilities, and electrical inspection and certification. These responsibilities and the job of administering various other laws relating to the promotion of safety in public and private buildings, including enforcing building codes, and the licensure of occupations such as electricians and plumbers, were ultimately assumed by the Department of Commerce.

The DSPS Division of Environmental and Regulatory Services was created by 1995 Wisconsin Act 27 which transferred the PECFA program and the safety and buildings functions from the Department of Industry, Labor and Human Relations to the Department of Commerce.

The Department of Safety and Professional Services Organizational Structure

Department of Safety and Professional Services



Division of Board Services

Division Overview

The Division of Board Services provides professional and administrative support to the Department's regulatory boards, councils, and committees, including coordinating and managing the business of the boards, researching and analyzing policy issues related to regulated professions and facilitating the drafting and implementation of new laws, rules, and policies. In addition, the Division of Board Services manages and implements the department's policy and process development for 30 statewide technical and engineering programs, including the promulgation of technical administrative building, safety and health codes.

Key measures of productivity

- ◆ There were 209 Board, Council and Committee Meetings held in 2010 and 214 meetings held in 2011.
- ◆ The division supports 581 Board, Council and Committee Members.
- ◆ Administrative Code Projects – In 2010, there were 76 projects in process and four were completed. In 2011, there were 54 projects in progress and 16 were completed.

Key Initiatives/Accomplishments

Measures that have resulted in cost-savings/efficiencies include:

- ◆ Virtual “Live” Meetings - In 2010, the Division of Board Services introduced the use of the Microsoft “Live Meeting” platform (conducting a meeting over the internet) as an alternate means to hold Board, Council, or Committee meetings. Since, January 3, 2011 the new leadership within the agency has emphasized the need for financial responsibility and on February 1, 2011 a letter was sent by Secretary Ross to all Board members identifying “Live Meeting” as an initiative the agency would use to pare down costs.
- ◆ Cancellation of Meetings - The schedule for Board, Council, or Committee meetings is set in the prior year. In the past there were times when meetings were held even though the business of the Board did not justify them. Since January 3, 2011 the staff of the Division of Board Services has been tasked with ensuring that the meetings held are effective and necessary.
- ◆ Professional Memberships & Subscriptions - In February and March of 2011, an analysis was completed regarding the agency's membership in professional organizations as well as its subscriptions to materials for the hard-copy law library located within the agency. After this analysis, it was determined that savings could be recognized by cancelling these memberships and subscriptions.
- ◆ Out-of-State Travel - Previous agency policy allowed for each Board, Council, or Committee to delegate one member to attend a professional conference annually. On February 1, 2011 a letter was sent by Secretary Ross to all Board members notifying them of an immediate change to that policy. This new policy required that all out-of-state travel requests be closely monitored and that only the highest priority requests would receive approval. This policy was later strengthened by an absolute freeze on out-of-state travel.

Process changes which have increased customer service:

- ◆ **Agenda Packet Subscriptions** – In March 2011, the Division moved the availability of agenda packet subscriptions of Board, Council, and Committee meetings to the Department website. This process was previously handled manually through a mail subscription process. This change has increased the Divisions responsiveness to the needs of the public, licensees, and stakeholders.
- ◆ **Practice FAQ Website Improvements** – At the beginning of 2011, the Practice FAQ websites associated with various professions was updated to include a wider array of questions and answers received by the Division. As part of this project, e-mail boxes were created for specific professions to streamline the distribution of questions from external sources. Improving the online resources available and through restructuring the method for questions to be submitted, allows the public, licensees, and stakeholders to gain more immediate access to the resources needed to answer any questions they may have.

Reorganization/integration of staff, work units and programs which has resulted in better utilization of resources.

With the merger of the Division of Safety & Buildings and the Division of Environmental & Regulatory Services with the former Department of Regulation & Licensing, the opportunity existed to restructure the Division of Board Services.

The Division of Board Services provides, among other things, support to the professional Boards, Councils, and Committees and coordinates the development of administrative code and program policy for the Department of Safety & Professional Services (East). The Bureau of Program Development, currently under the Division of Safety & Buildings provides, among other things, support to Advisory Councils and coordinates the development of administrative code and program policy for the Department of Safety & Professional Services (West).

By integrating the Bureau of Program Development into the Division of Board Services, Board, Council, and Committee support, along with the Administrative Code and program policy development and coordination efforts related to; professions, buildings, building systems, and natural and constructed environments for the entire agency will be housed under one Division. This will assist in creating consistency in performance and accountability, and reducing redundancy, while creating an environment of fiscal responsibility.

Other initiatives/accomplishments:

- ◆ **American Recovery and Reinvestment Act (ARRA) Grant Program – Portability of Physician Licensure.** The goal of this initiative is to develop and implement state policies that will reduce and eliminate statutory and regulatory barriers to licensure portability in eight states.
- ◆ **PDMP – Prescription Drug Monitoring Program** – In September 2011, the Department was awarded the Harold Rogers Prescription Drug Monitoring Program Implementation Grant through the United States Department of Justice. In October 2011, the Department began implementation of the monitoring program. The planned completion date for the project is January 1, 2013.

Division of Enforcement

Division Overview

The Division of Enforcement (DOE) receives an average of 2,500 consumer complaints each year. As the agency's consumer protection office, DOE is staffed with the investigative and legal expertise to screen, investigate, and prosecute consumer complaints. The division must balance the need to quickly and assertively pursue serious violators that endanger the health and welfare of the public, with the rights of credential holders who may be the subject of complaints, but have committed no wrong doing. Staff in the division also inspects business establishments and performs compliance audits of trust accounts and financial records. The monitoring and Professional Assistance Procedure programs are also located in the division. The monitoring program monitors disciplinary Orders to ensure compliance. The Professional Assistance Procedure program provides alternatives to standard disciplinary proceedings for credential holders who seek help for substance abuse problems.

Key measures of productivity

- ◆ DOE received 4,846 complaints during the 2009-2011 biennium. During the biennium, DOE resolved 5,377 complains (resolved at screening: 2,560, resolved with investigation: 1,728, resolved with formal action: 1,089).
- ◆ Staff in the division also inspected 202 business establishments and performed 291 compliance audits of trust accounts and financial records.
- ◆ The Monitoring Program caseloads fluctuate but, monitoring staff carry up to 2,000 active cases and the Professional Assistance Procedure program averages a caseload of 55 participants at any given time.

Key Initiatives/Accomplishments

- ◆ During the biennial field review of Wisconsin's appraiser regulatory program conducted in August 2011 by the Appraisal Subcommittee (ASC) of the Federal Financial Institutions Examination Council, the ASC auditors complimented the Division of Enforcement on its significant improvement since the 2009 review in reducing the backlog of appraiser cases open more than one year.
- ◆ Completed four Case Advisor training sessions for board members. The training provides an understanding of the case resolution process and the roles, responsibilities and restrictions applicable to the professional disciplinary process as a case advisor and board member.
- ◆ Substantial reduction in the "older" pending caseload, reducing the complaint handling time to a maximum of 18 months.
- ◆ Designated one paralegal on each case handling team as a deputy record custodian to process the records requests. Also, increased the flexibility of paralegal staff to work with a variety of cases and assist other teams and attorneys with cases they are not generally assigned.
- ◆ Eliminated the direct licensing and unlicensed activity screening panels. Those complaints are either screened pursuant to established criteria or are routed to the attorney who works with the specific board for that type of unlicensed activity.
- ◆ Delegated to intake staff the responsibility of closing some specific types of complaints, thereby reducing the time that some complaints are pending and removing the frivolous or non jurisdictional complaints immediately.

Division of Environmental and Regulatory Services

Division Overview

The Division of Environmental & Regulatory Services is divided into two bureaus, the Bureau of Petroleum Products and Tanks and the PECFA Bureau.

The Petroleum Products and Tanks Bureau administers technical programs providing for the regulation of flammable, combustible and hazardous liquid storage, use and handling, and chemical properties and labeling of petroleum products. Activities are funded from a portion of the Petroleum inspection fee. The Bureau's main functions include plan review, permitting and registration for underground and aboveground storage tanks; petroleum inspection to ensure the quality of petroleum products brought into and sold in Wisconsin, as well as credentialing and training for petroleum-related specialists. In addition, they inspect petroleum storage facilities and develop code to implement the bureaus' responsibilities.

PECFA Bureau-This Bureau administers the PECFA program, which reimburses owners for cleanup costs of discharges from petroleum product storage systems and home heating oil systems. This program is also funded from a portion of the petroleum inspection fee. The PECFA Bureau administers the financial reimbursement of all eligible sites and has responsibility for the cleanup of low-risk and medium-risk petroleum sites. The DNR has responsibility for classifying sites as well as cleanup of high-risk petroleum sites. The PECFA Bureau's Site Review Section provides technical review and guidance of remediation efforts in the cleanup at PECFA sites, working with consultants, owners and operators, and other agency staff. The Claim Review Section of the bureau audits all claims, approves appropriate expenditures and provides reimbursement costs according to the law. The Bureau also develops rules to implement the Bureau's responsibilities.

Key measures of productivity

PECFA Bureau:

- ◆ Site Review Section – Actively involved with 150 contaminated DNR sites and 40 contaminated DSPTS sites.
- ◆ Claims Review Section - Audited 70 claims; \$1.2 million approved for payment.

Petroleum Products and Tanks Bureau

- ◆ 595 facilities inspected (298 Federally Regulated / 297 Non-Federally regulated).
- ◆ 1,514 tanks inspected (886 Federally Regulated UST / 628 Non-Federally regulated UST & AST).
- ◆ 248 facilities found to have non compliance issues.

Division of Management Services

Division Overview

The Division of Management Services provides administrative services for all divisions in the Department, including fleet, mailroom, facilities and telecommunications. Budget and fiscal staff develop, monitor and administer the Department's biennial and operating budgets, and oversee the development and operation of the Department's financial management systems. The Information Technology Section manages and maintains information technology programs, information systems development, and help desk operations for the Department. The Human Resources Office is responsible for personnel services, training, employment relations, payroll and fringe benefits, safety, emergency management, and oversight of affirmative action programs.

Key Initiatives/Accomplishments

Measures that have resulted in cost-savings/efficiencies include:

- ◆ Transitioned and merged two complex agencies in the areas of Budget, Finance, Human Resources and Information Technology.
 - New chart of accounts, appropriations and payroll established.
 - Merged mailrooms and drafted efficiencies.
 - EAP program rolled-out.
 - All Department of Regulation and Licensing and Commerce reference on letterhead, forms, envelopes, stationary, business cards and applications were changed to DSPS.
 - Became a CAPS agency and utilize Purchase Plus throughout the new department.
 - Reconciled PMIS.
- ◆ Physically moved a number of staff from DSPS West to DSPS East to enhance the business process and reduce rent.
- ◆ Implemented monthly supervisor roundtables to train, disseminate information and network among supervisors.
- ◆ Implemented new multi-function devices to replace and decommission multiple printers, copiers and fax machines.
- ◆ Centralized all financial activities in the department.
- ◆ Updated the internet connection to all district offices allowing for a dramatic increase in speed and adding the ability to connect to district office computers from the home office for repairs and upgrades to lessen travel.
- ◆ Standardized policies and procedures.
 - HR has formed and led teams of supervisors in drafting a number of new policies that will be rolled out in January. Uniformity is now a mandate for the fiscal and budget areas.
- ◆ Cross-training for sufficient back-up.

Division of Professional Credentialing

Division Overview

Staff in the Division of Professional Credentialing Processing receive and process applications for professional credentials and for renewal of professional credentials. They review license applications to confirm that applicants meet eligibility requirements established in Wisconsin statutes and administrative code.

Key measures of productivity

- ◆ The division issues approximately 24,000 new credentials annually and renews more than 350,000 licenses biennially.
- ◆ Each year, division personnel provide 6,700 verifications of Wisconsin licensure to those seeking reciprocal licenses in other states
- ◆ Exam Specialists in the Office of Education and Exams (OEE) develop exam questions for more than 50 professional exams including practical, oral, written and computer-based formats.
- ◆ OEE staff administers and/or processes scores for about 90 unique national, regional and state exams (required by code/statute).
- ◆ In an average year, OEE staff handles about 75 separate administrations of oral and practical exams and closed book written and computer-based exams on-site (in the agency exam rooms and agency computer training lab); these administrations serve about 500 exam candidates.
- ◆ Education Specialists handle customer service response for 45 professions with continuing education requirements (required by code).
- ◆ Education Specialists make pre-approval decisions for individual continued education programs for five (5) professions (required by code).
- ◆ Program Manager and staff handle pre-approval review for pre-license education for six (6) professions (required by code/statute).

Key Initiatives/Accomplishments

Measures which have resulted in cost-savings/efficiencies:

- ◆ Computer-based testing at agency
 - Resulted in reduced mailing costs since exam results are printed on-site and given to candidate, not mailed to them.
 - Resulted in reduced equipment purchase and maintenance costs since Scantron machine is no longer needed to score paper exams.
 - Resulted in reduced proctor needs.
 - Resulted in applicants being licensed faster since exam results are available immediately following the exam.
- ◆ Creation of Frequently Asked Questions (FAQs) for each Continuing Education (CE)

page on the agency website. Once posted, these will result in a decrease in calls/emails to agency to ask questions covered by FAQs.

Process changes which have increased customer service:

- ◆ Established a call/customer service center (CCS) for DSPS to answer all phone calls and reply to emails/voice mail directed from the Interactive Voice Response (IVR) and front desk. Phase one of the CCS will serve the Office of Education and exams, Health Credentialing, Business Credentialing, Office of Professional Credentialing, Trades Credentialing and Manufactured Homes. During the second step of development the Division of Enforcement and the Division of Board Services will be added. This initiative will greatly improve customer service and efficiency in the different work units.
- ◆ New standards for turn-around time (now one business day) in replying to emails, voicemails, web updates, and written requests for information and service. Cuts down on repeat calls and multiple forms being sent due to delayed response time.
- ◆ Reorganization/integration of staff/work units/programs which has resulted in better utilization of resources.
- ◆ Cross-training staff to allow all tasks to be completed daily, regardless of absences.
- ◆ Coordination of development of Chiropractic practical exam with Chiropractic Examining Board (first exam administration in April 2012).
- ◆ Drafting and implementation of examination contracts with American Registry of Radiologic Technologists (ARRT) for Radiography and Limited Scope Exams (for Limited X-ray Machine Operator and Licensed Radiographer).
- ◆ Replacement of pre-printed Wall Certificates with in-house printing on blank stock.

Division of Safety and Buildings

Division Overview

The Division of Safety & Buildings administers 27 major programs and 26 administrative codes relating to the health, safety and welfare of the constructed environment of Wisconsin. Programs address structural stability of commercial and residential buildings, plumbing and electrical systems, equipment safety of boilers, elevators, amusement rides, ski lifts, fire safety, public worker safety, environmental protection and energy conservation. With staff located throughout the state, the division provides code consultation, training, plan review, inspection and permitting services to owners, designers, contractors and local code officials.

Key measures of productivity

- ◆ In FY 2011, the division reviewed 14,846 objects, performed 18,124 inspections, issued 78,000 permits to operate (PTOs) and trained thousands of customers.
- ◆ Revenue generated from Safety & Building Program activity - \$15,538,456 (includes inspections completed by registered agents of the state).
- ◆ Revenue received from Fire Dues and other auxiliary services - \$14,884,753.

Key Initiatives/Accomplishments

- ◆ Merged credentialing and code development operations with similar operations in other DSPS divisions.
- ◆ Expanded the use of online plan review appointment scheduler to provide more certainty for plan submitters.
- ◆ Utilized contracting or delegation of services where beneficial to the agency and customers.
- ◆ Adopted model codes to be more consistent with other states and to reduce code development expenses.
- ◆ Provided an online reporting service for fire departments and their served municipalities to report information to be eligible to receive 2% Fire Dues grants.
- ◆ Contracted with the Federal government to provide training on the energy conservation codes and determine if typical construction would meet upcoming energy code changes.
- ◆ Reviewed and inspected over 3,000 pools as part of the federal Virginia Graeme Baker pool safety effort.
- ◆ Provided an online service to register, and enter test results for, cross-connection control devices in plumbing systems.
- ◆ Maintained critical service levels despite significant staff reductions.

Scott Walker
Governor
State of Wisconsin



Dave Ross
Secretary
Department of Safety and
Professional Services

**A special note of thanks
for the dedication and hard work
of the employees of the Department
and the commitment of time and expertise
of our board members
who help to carry out our mission.**