

WISCONSIN DEPARTMENT OF NATURAL RESOURCES

2009-11 BIENNIAL REPORT

State of Wisconsin
DEPARTMENT OF NATURAL RESOURCES
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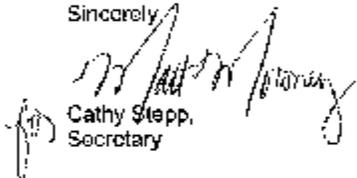
Governor Scott Walker and Members of the Wisconsin State Legislature.

I am pleased to provide you with the *Department of Natural Resources 2009 – 2011 Biennial Report*.

This document includes a brief overview of the agency organizational structure and functions, along with a review of performance and operations during the 2009–11 biennium. We've also included a summary of agency goals and objectives for the 2011–13 biennium, an overview of our 2011-13 biennial budget, as well as a summary of our progress toward implementing alternative work schedules.

If you have any questions regarding this report or would like additional information, please let us know.

Sincerely,


Cathy Stepp,
Secretary

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

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AGENCY DESCRIPTION

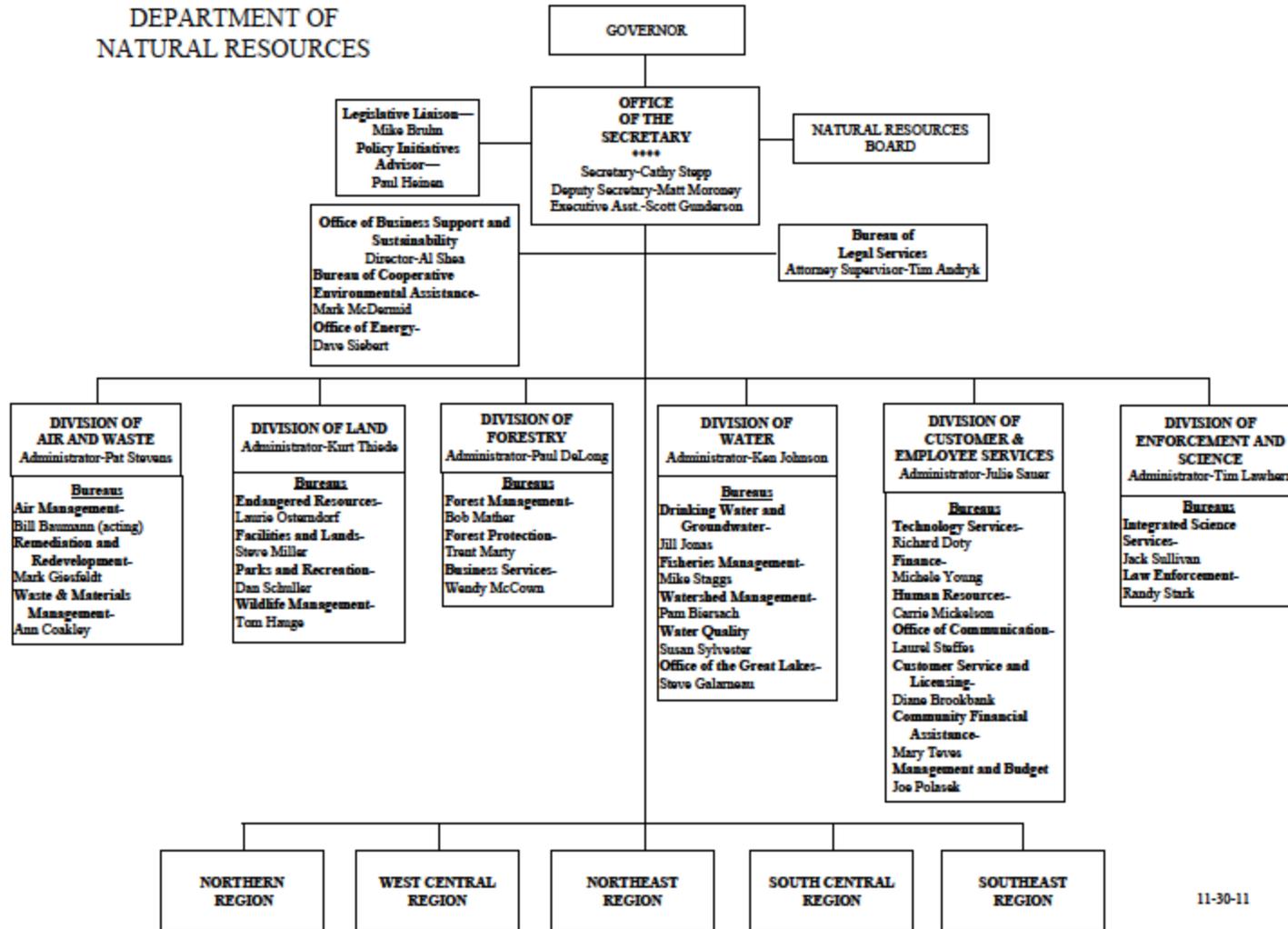
The department is administered by a secretary who is appointed by the Governor with the advice and consent of the Senate. The Natural Resources Board directs and supervises the department and consists of seven citizen members appointed by the Governor with the advice and consent of the Senate. The department 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 Land, Forestry, Air and Waste, Enforcement and Science, Water, and Customer and Employee Services.

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 areas 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 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** is made up of both subprograms 13 and 14 (Southern Forests and Parks and Recreation). The mission of the Parks Bureau is to provide 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 Endangered Resources** works to conserve Wisconsin's biodiversity for present and future generations. Our goals are to identify, protect and manage native plants, animals and natural communities from the very common to critically endangered. We work 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 them 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, and Accomplishments

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

Objective/Activity: The Wisconsin State Parks System 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 parks strategic plan and address deficiencies in resources at select locations.

Performance Measure Summary

Performance Measure	Goal 2010	Actual 2010	Goal 2011	Actual 2011
Number of visits to the Wisconsin State Parks System. (1)	14,150,000	14,469,998	14,200,000	13,778,922

Notes:

(1) Visitation was down in 2011 as a result of unfavorable weather conditions during peak visitation months. The WSPS forecasts visitation to improve back to historical averages in 2012.

2012 AND 2013 GOALS

Performance Measure	Goal 2012	Goal 2013
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%
Average turn-around time for reviews under the Endangered Resources Review Program	10 working days	10 working days
Improve and enhance the public's access to departmental lands.	50 properties	150 properties

Bureau of Wildlife Management Accomplishments

- Obtained federal approval to establish a highly-desired (and long sought after) 3rd waterfowl hunting zone along the Mississippi River.

- Conducted the Wisconsin spring waterfowl breeding survey with results in 2010 of 386,501 ducks and 165,853 geese.
- Total bear harvest in 2010 was 5,133, the highest regulated bear harvest on record.
- Initiated the second bear population study using the tetracycline marking method.
- Implemented a telephone/on-line harvest reporting system for successful turkey hunters.
- Launched the Voluntary Public Access program this fall, which allowed us to add 12,000 acres (& counting) of new public hunting land.
- Continued to expand National Archery in the Schools Program & hosted the largest indoor archery tournament in Wisconsin for over 700 students.
- Saw the elk herd reach 150 animals and moved a small group of elk to expand their range.
- During the last elk year (May 13, 2010 to May 19, 2011) we made 5,804 telemetry location determinations and 13,110 telemetry mortality checks. During this quarter we gave 31 elk presentations to a total of 833 participants.
- Collected and analyzed 14,612 CWD samples
- Completed a CWD Response Plan with a goal to minimize the area of Wisconsin where CWD occurs and the number of infected deer in the state.
- Developed a Lead Action Plan as the Department is dedicated to exploring all opportunities to reduce its own use of lead and to educating the public on the benefits of non-lead alternatives for fishing tackle and ammunition with the goal of reducing the amount of lead in the environment.
- Assisted 32,494 interpretive program participants.
- Helped host a youth outdoor expo attracting 3,000 students.
- Initiated comprehensive deer research project in Northwest & East Central Wisconsin.
- Continued to involve hunters in assessing wildlife populations using surveys and deer registration forms.
- Collected bird and mammal harvest and age data, license surveys and banded 11,000 waterfowls to assist in developing season frameworks and harvest quotas.
- Continued to be a national leader in using surveys for birds difficult to detect by normal survey methods: owls, nightjars, marsh birds.
- Partnered with conservation clubs to release 55,000 pheasants on 71 public hunting sites.
- Provided wildlife watching opportunities at Crex Meadows, Horicon, Mead and many other wildlife areas.
- Worked with partners to develop a Sharp-tailed Grouse Management Plan.
- Completed beaver survey in Northern Wisconsin.
- Initiated a long-term research effort on understanding bobcat ecology in southern Wisconsin.
- Implemented an on-line turkey registration system and a telephone/online turkey harvest reporting system.
- Initiated the 473,900-acre Southwest Wisconsin Grassland and Stream Conservation Area project.
- Managed 178 state wildlife areas spread across over 620,000 acres for hunting, trapping, fishing and wildlife watching and a host of other recreational pursuits.
- Added 5,397 acres of wildlife area land through fee title and easement acquisition.
- Used turkey, pheasant and duck stamp revenue for wetland, grassland, savanna and forestry projects.

- Developed non-forest biomass harvest guidelines.

Parks and Recreation Bureau Accomplishments

- Opened a total of 252 new campsites at multiple locations throughout the system, including new campgrounds at Harrington Beach State Park, Willow River State Park, Kohler-Andrae State Park, Lake Wissota State Park and Wildcat Mountain State Park.
- Implemented a green vehicle initiative for the WSPS. Purchased 23 electric vehicles for use at 22 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.
- Acquired one new state park - Menominee River State Park in Marinette Co.
- Opened new park entrance visitor stations at Council Grounds State Park, Blue Mound State Park and Willow River State Park.
- Initiated a large-scale property improvement project at Rib Mountain State Park. Project includes a complete road improvement and pedestrian trail component as well as a new park entrance and visitor service station, new shelter buildings, new flush toilet building and other day use improvements.
- Exceeded the 600 mile mark for developed Ice Age National Scenic Trail.
- Celebrated the 100th anniversaries of the openings of Peninsula and Devil's Lake State Parks

Endangered Resources Bureau Accomplishments

- Between January 2010 and August 2011, the Bureau of Endangered resources led a comprehensive list review of approximately 3,000 species documented or reported to occur in WI. The result was a proposal from the Endangered Resources List Revision Team to add 8 new species to the list and to remove 16 species that are currently on the list.
- The 2009-11 biennial budget authorized the creation of a second endangered resources license plate. Using statewide survey results to select the design, the Endangered Resources program introduced a new full color, high photographic quality plate featuring a badger, tiger swallowtail butterfly and eastern meadowlark in a Wisconsin savanna and prairie.
- In an effort to deal with arguably the most devastating wildlife disease in history, white nose syndrome in bats, Endangered Resources worked to pass three administrative rules in 2010. The first lists as threatened three species of cave bats. The second lists the causative agent of the disease, a fungus, as a prohibitive invasive species. The third outlines strategies to prevent the human introduction of the fungus and allowed program staff to undertake a comprehensive statewide survey of all bat hibernacula in search of the disease. To date, the disease has not been found in Wisconsin.

Facilities & Lands Bureau Accomplishments

- In FY10, purchased land or land rights to 20,021 acres, which 95 percent is open to hunting or fishing
- In FY11, purchased land or land rights to 46,474 acres, which 95 percent is open to hunting or fishing
- Planned with citizens for hunting and fishing opportunities on all public lands:
 - In FY10, 5 Master Plans, representing 24 properties, were approved by the Natural Resources Board. 3 Master Plans, representing 15 properties, were ongoing, and 6 Master Plans, representing 33 properties, were initiated.
 - In FY11, 2 Master Plans, representing 2 properties, were approved by the Natural Resources Board. 8 Master Plans, representing 47 properties, were ongoing, and 3 Master Plans, representing 4 properties, were initiated.
- Managed land on 152 fishery areas, the Lower Wisconsin Riverway, the Chippewa and Turtle Flambeau Flowages and hundreds of public boat access sites
- In FY10, 12 boat landings were added or renovated at a cost of \$1,041,000
- In FY11, 9 boat landings were added or renovated at a cost of \$1,143,000
- Maintained inventory of over 625 state-owned boat access sites
- Completed 3rd and final phase of the \$34 million multi-year Wild Rose Fish Hatchery upgrade

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. They develop 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, and Accomplishments

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 plans prepared for private forest landowners that inform, identify and encourage sustainable forestry practices; accelerate forest productivity for commercial products and other ecosystem benefits; create the forest experience desired by the landowner; and protect water quality within Wisconsin's forest environment.

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

Objective/Activity: Seek third-party certification from primary North American forest certification systems on public and private forest lands in Wisconsin.

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 as a result of wildland fire in the wildland-urban interface.

Objective/Activity: Develop a cooperative approach to wildfire protection for homeowners through Firewise planning and development in the wildland-urban interface.

Performance Measure Summary

Performance Measure	Goal 2010	Actual 2010	Goal 2011	Actual 2011
Total number of forest management plans prepared.	3,600	2,515	3,000	3,022
Total number of certified forest acres.	7,700,000	7,988,154	8,100,000	8,079,211
Total number of urban forests Developing and Managing Communities	260	420	284	430
Total number of Firewise Communities.	10	14	15	16
Total number of Community Wildfire Protection Plans	9	9	10	10

2012 AND 2013 GOALS

Performance Measure	Goal 2012	Goal 2013
Total number of forest management plans prepared.	3,100	3,200
Total number of certified forest acres.	8,100,000	8,100,000
Total number of urban forests Developing and Managing Communities	293	302
Total number of Firewise Communities.	17	18
Total number of Community Wildfire Protection Plans	11	12

Forestry Division Accomplishments

- Nearly one million fire prevention contacts were made as customers checked the daily burning restrictions online and via the toll-free number, marking the continued success of the phone and internet-based burning permit system.
- Completed an assessment of the forest fire program and adopted 25 recommendations for initial implementation. This provided the basis for resource allocation and need based on relative fire risk.
- Operating within the scope of Executive Orders issued by the Governors of Wisconsin and Minnesota, fire control staff met and developed a five-year plan providing budget savings for both states due to the economy of scale of a larger purchase that will not only save money but provide a highly-specialized fire control truck.
- Completed Best Management Practices (BMPs) for invasive species for forestry practices, recreational users, urban forestry and utility and transportation. Focus has

now turned to education – a key to implementing the BMPs and limiting the introduction and spread of invasive species.

- Decreased the threat of invasive species' movement through firewood by changing the firewood rule (NR45.045) to reduce the maximum distance firewood could originate from, if coming on DNR-managed lands from 50 to 25 miles.
- 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. The 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.
- 17,296 acres of timber sales established (appraised value of more than \$7 million) – 90% of the annual long term goal. Over \$9.4 million in actual revenues were received in FY10
- 1,023 new Managed Forest Law entries in 2010 added 67,769 acres to the program and 27,980 mbf (thousand board feet) harvested from Managed Forest Law lands for a total value of \$17,357,016.

Air & Waste Division

I. Division Summary

The **Air and Waste 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 bureau, avoid duplication of effort, and educate the public on the health effects of air pollution.

The mission of the **Cooperative Environmental Assistance Bureau** is to build relationships with businesses to improve the Department's ability to accomplish environmental objectives. 'Beyond compliance' programs, customized business assistance, and facilitating the development of adaptive environmental strategies are the three approaches used to develop those business relationships. The bureau works with businesses to identify ways to reduce costly wastes in their manufacturing processes and daily operations in order to make Wisconsin businesses more environmentally efficient. It is also the lead program to advance environmental protection by promoting innovative, non-regulatory approaches and by providing cross-media, technical and compliance assistance to businesses and specific business sectors.

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. Program staff are 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.

The **Air and Waste Program Management Bureau** is the budget center for the multifunctional supervisors in the Air and Waste Program. These supervisors are responsible for developing and implementing the goals and objectives of the program as described in the bureau descriptions above.

II. Goals, Objectives, and Accomplishments

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.

Table I--2010 AND 2011 GOALS vs. ACTUALS

Performance Measure	Goal 2010	Actual 2010	Goal 2011	Actual 2011
Number of air monitors recording violations of eight-hour ozone standard.[75 ppb / 2008 std]	6	1	4	Data not yet available
Number of air monitors recording violations of 24-Hour PM2.5 standard. [35ug / 2006 std]	3	0	3	Data not yet available
Reduce stationary source emissions of SO ₂ in Wisconsin. Measured in tons per day (tpd).(2)(3)	637 tpd	553 tpd	550 tpd	Data not yet available
Reduce stationary source emissions of volatile organic compounds in eastern Wisconsin during the ozone season. Measured in tons per day (tpd).(3)	20 tpd	18 tpd	19 tpd	Data not yet available
Reduce stationary source	68 tpd	52 tpd	50 tpd	Data not yet

Performance Measure	Goal 2010	Actual 2010	Goal 2011	Actual 2011
emissions of nitrogen oxides in eastern Wisconsin during the ozone season. Measured in tons per day (tpd). (1)(3)				available
Meet the USEPA Compliance Monitoring Strategy commitment annually (state fiscal year basis).	311 inspections	291 inspections	240 Inspections	240 inspections

Notes:

1. Based on federal fiscal year.
2. Sulfur dioxide (SO₂) data excludes small, portable sources, which are typically considered area sources. If portable sources were included, the total would be 557 tpy.
3. The ten eastern Wisconsin counties included in these estimates are Kenosha, Racine, Milwaukee, Waukesha, Washington, Ozaukee, Sheboygan, Manitowoc, Kewaunee, and Door.

Table II--2012 AND 2013 GOALS

Performance Measure	Goal 2012	Goal 2013
Number of air monitors recording violations of eight-hour ozone standard. [75 ppb / 2008 std]	3	2
Number of air monitors recording violations of 24-Hour PM _{2.5} standard. [35ug / 2006 std]	2	1
Reduce stationary source emissions of SO ₂ in Wisconsin. Measured in tons per day (tpd).	500 tpd	450 tpd
Reduce stationary source emissions of volatile organic compounds in eastern Wisconsin during the ozone season. Measured in tons per day (tpd).	18 tpd	17 tpd
Reduce stationary source emissions of nitrogen oxides in eastern Wisconsin during the ozone season. Measured in tons per day (tpd).(1)	45 tpd	40 tpd
Meet the USEPA Compliance Monitoring Strategy commitment annually.	Set annually	Set annually

Notes:

1. Based on federal fiscal year

Air Management Bureau Accomplishments

Construction Permits

- Reviewed and issued WE Energies permit to construct a 50 MW biomass cogeneration facility in 110 days from receipt of complete application. Permit included first greenhouse gas BACT analysis of its type in the nation.
- Issued permit allowing Serigraph to help achieve Tier II status under the Green Tier program.
- Reviewed and issued Oneida Energy Waste-to-Energy permit in 78 days from receipt of complete application. Controversial project with unique processes.
- Rapid response to deal with sudden influx of permit applications for sand mining in NW WI.
- Granted 13 construction waivers allowing sources to start building prior to obtaining air permit.
- Instituted audit of fees charged for construction permit review to ensure that proper and consistent application of these fees.
- Conducted statewide training with a focus on construction permits.
- Maintained improved turnaround times in the face of reduced resources and retirements.

Operation Permits

- Exceeded EPA commitment to reduce backlog.
- Reduced average age of backlogged permits by over 50%.
- Adjusted priorities and added electronic tools to assist managers and permit writers.
- Restarted stakeholder workgroup to address significant issues that undermine the quality of the permits and ability to process efficiently.

Other

- Successful integrated Small Business Clean Air Act Assistance Program into Air Management after the demise of Dept of Commerce
- Completed state rulemaking to implement federal Greenhouse Gas Tailoring rule in 9 months ensuring that Wisconsin businesses would not be subject to more stringent requirements than businesses in other states.
- Made numerous staff presentations to the public to help educate on air pollution requirements and permitting.
- Stationary source information management systems (WARP, guidance, electronic applications, emission reporting) were on-line and available virtually 100% of the time.

Remediation & Redevelopment Bureau Accomplishments

- “Old Dog” Initiative in Southeast Wisconsin--Beginning in May 2011, the RR program initiated an effort to address contaminated sites that have languished due to lack of concerted attention on behalf of the Responsible Party and/or DNR. These sites have seen no action within the past 2 years. This effort is ongoing and will be expanded statewide. Progress thus far is documented in the metrics below.

- **Scope of Work:** Since May 2011, DNR RR Hydrogeologists from across the state have reviewed 94% of the original 855 languishing sites located in Southeast Wisconsin.
- **Backlog Reduction:** As a result, the backlog of sites in Southeast Wisconsin with RR program jurisdiction has been reduced by 39% to 522 sites. The backlog was reduced by determining that no further action was required on 82 sites, taking various other actions on 148 sites, transferring 12 sites to DSPS, transferring 9 sites to DNR Waste Management, and data clean up on 32 sites.
- **Actions Taken:** Through this effort, specific follow up actions have been recommended for 484 of the languishing contaminated sites in Southeast Wisconsin, as of this writing 159 of these actions have been implemented. These include "push actions" to encourage the responsible party to move forward with site clean up and "responsible party letters" which legally inform the responsible party of their clean up obligations.

Ready for Reuse - brownfields grants and loans for cleanup

- Over \$3 million in DNR issued grants and loans (federal brownfields \$) since January 2011.

Wisconsin Plant Recovery Assessment Money

- Under this program, DNR-funded consultant provides free Phase I and II Environmental Assessment services to communities, developers and property owners. There are 3 projects currently valued at a total of \$100,000 in progress.

Kenosha Engine Plant Settlement

- The DNR took a lead role in negotiating the original bankruptcy settlement of \$10M in federal Troubled Asset Relief Program (TARP) Funds. Over the last several months, the property owner (bankruptcy trust), first lien holders (JP Morgan Chase and 7 other lenders), the City, State DNR and DOJ, and federal DOJ, EPA and Treasury negotiated a historic "exit agreement" with the trust and first lien holders. DNR played a significant role in the negotiations.

Waste & Materials Management Bureau Accomplishments

Solid Waste Permitting

- 222 permit decisions. 85% on time rate.

E-Cycling

- Collected approximately 20 million pounds of electronics through the E-Cycle Wisconsin program.
- Established one of the highest per-capita recycling rates for electronics in the US
- Increased electronics collection sites (run by local governments and private operators) by 23% in 2011. Sites area available in 69 of Wisconsin's 72 counties.
- Private recyclers expanded operations in state, creating jobs.
- Local governments and taxpayers saved money in 2011 due to manufacturer funding of collections: Examples: Dunn County \$40,000; City of Milwaukee \$100,000; Winnebago County \$60,000.

Nonmetallic Mining

- Completed the statutorily required cycle of reviews of Responsible Authorities 1.5 years ahead of schedule.

Metallic Mining

- Issued Certificate of Completion for final segment of Jackson County Iron Company mine in Black River Falls, ending a 30-year mining and restoration process.

Hazardous Waste

- 11 HW permit decisions -- 91% issued on time.

Inspections

- Total WMM compliance inspections in 2011 to date: 577 (includes all bureaus).

Law Enforcement & Science Services Division

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.

Bureaus within this program are:

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.

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.

Goals, Objectives and Accomplishments

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 has resulted in a reduction in snowmobile fatalities.

PERFORMANCE MEASURES

Table I--2010 AND 2011 GOALS vs. ACTUALS

Performance Measure	Goal 2010	Actual 2010	Goal 2011	Actual 2011
Reduce the number of snowmobile-related fatalities annually through an increase in enforcement hours.	18 fatalities	21 fatalities	20 fatalities	17 fatalities

Table II--2012 AND 2013 GOALS

Performance Measure	Goal 2012	Goal 2013
Reduce the number of snowmobile-related fatalities annually through an increase in enforcement hours.	19 fatalities	18 fatalities

Bureau of Law Enforcement Accomplishments

- **COMMERCIAL FISHING LAWS** – Implement the new commercial fishing regulations, including implementation of the new electronic reporting system to ensure proper management of Great Lakes fish populations.
- **CAPTIVE WILDLIFE ENFORCEMENT** –Created a climate of regulatory compliance through enforcement, education and user group interaction in the following commercial areas:-
Dangerous/harmful animals, deer farms, shooting preserves, dog training and trial permits, captive game birds, hound dog training pens, fish farms, bait dealers, pet trade, falconry, wildlife rehabilitators, fur farms exotic animal imports.
- **OFFICER SAFETY ENHANCEMENT** – Implemented the use of GPS vehicle locator system to enable the ability to locate wardens involved in emergency or life threatening situations.

- RADIO INTEROPERABILITY – Enhanced radio communication interoperability by replacing all conservation warden two way radios with P-25 compliant radios.
- ENHANCED INCIDENT MANAGEMENT TRAINING – Provided opportunity for the warden service to attend Enhanced Incident Management Training at Texas A&M University or other similar training facility.
- CREATED MULTICULTURAL LEARN TO HUNT AND OTHER PROGRAMS – Created cultural exchange and understanding by establishing multi-cultural Learn to Hunt events or engineering other multi-cultural outdoor experiences.
- UTILIZATION OF MOTORCYCLES FOR PATROL – Reduced fuel consumption by integrating the use of motorcycles for patrol in each region.
- UTILIZATION OF BICYCLES FOR PATROL – Reduced fuel consumption, and allowed for increased interaction and visibility with the public by using bicycles for patrol in urban environments in each region.
- STREAMLINED RECRUIT WARDEN HIRING - Developed a streamlined hiring and selection process (less than 6 months in length from announcement to initial employment date) for recruit conservation wardens.
- CHEMICAL IMMOBILIZATION OF WILDLIFE – Obtained chemical immobilization equipment and trained select wardens stationed in rapidly urbanizing areas in the use of it.
- BOAT SAFETY – Expanded boating enforcement, patrol and educational activities to promote safe boating and enhance access on Wisconsin’s waters. These efforts included:
 - OWI ENFORCEMENT – Seeking stronger OWI penalties and legislation to deter intoxicated operation of boats.
 - ENFORCEMENT TRAINING – Creating specialized boat training for wardens and boat patrols to enable law enforcement to more effectively address complaints and violations.
 - BOAT EDUCATION – Enhancing boating education efforts to support enforcement efforts designed to reduce accidents, fatalities and property damage.
 - WATERWAY MARKERS AND ORDINANCES – Enhancing waterway marker oversight and local ordinance review to bring consistency to water way marker placement and ordinance adoption statewide.
 - BOATING ACCIDENT REDUCTION TEAM – Seeking staff, equipment and funding to develop and train a boat accident reduction task force (BART) to focus enforcement efforts at areas of high boating use and/or areas with high a number of crashes and/or injury and/or fatalities and/or complaints to reduce deaths, injuries, accidents, and complaints.
- Objective: SNOWMOBILE SAFETY – Expanded snowmobile enforcement, patrol and educational activities to promote safe snowmobiling and enhance access on Wisconsin’s snowmobile byways. These efforts included:

OWI ENFORCEMENT – Seeking stronger OWI penalties and legislation to deter intoxicated operation of snowmobiles.

SNOWMOBILE EDUCATION – Enhancing snowmobile education effort to support enforcement efforts designed to reduce accidents, fatalities, trespass and property damage.

ENFORCEMENT TRAINING – Creating specialized snowmobile training for wardens and patrols to enable law enforcement to more effectively address complaints and violations.

SNOWMOBILE ACCIDENT REDUCTION TEAM – Seeking staff, equipment and funding to develop and train a snowmobile accident reduction task force (SART) to focus enforcement efforts at areas of high snowmobile use and/or areas with areas with a high number of crashes and/or injury and/or fatalities and/or complaints to reduce deaths, injuries, accidents, and complaints.

SPEED LIMITS – Seeking legislation to enact a permanent snowmobile nighttime speed limit that is designed to reduce snowmobile speeds which will reduce chances of becoming involved in a crash, sustaining injury or resulting in death.

SNOWMOBILE ORDINANCES AND ROUTES – Seeking legislation, rule changes, staffing to establish DNR oversight, review and approval of local ordinances and routes governing snowmobile use to improve ordinance consistency statewide.

- ATV SAFETY – Expanded ATV enforcement, patrol and educational activities to enhance access and promote safe ATVing on Wisconsin's ATV byways. These efforts included:

OWI ENFORCEMENT – Seeking stronger OWI penalties and legislation to deter intoxicated operation of ATVs.

ENFORCEMENT TRAINING – Creating specialized ATV training for wardens and patrols to enable law enforcement to more effectively address complaints and violations.

ATV EDUCATION – Enhancing ATV education effort to support enforcement efforts designed to reduce accidents, fatalities, trespass and property damage.

ATV ACCIDENT REDUCTION TEAM – Seeking staff, equipment and funding to develop and train an ATV accident reduction task force (AART) to focus enforcement efforts in areas with a high number of crashes and/or injury and/or fatalities and/or complaints to reduce deaths, injuries, accidents, and complaints.

ATV ORDINANCES AND ROUTES – Seeking legislation, rule changes, and staffing to establish DNR oversight, review and approval of local ordinances and routes governing ATV use to enhance safety and improve ordinance consistency statewide.

- DIVERSITY RECRUITMENT STUDY - Working with a university in the state, formulated and completed a study on recruiting women and minorities to become conservation wardens and utilize the results in the 2010 hiring process.

Bureau of Science Services Accomplishments

Musky Research Data Collection

- DNR research scientists and fish managers have partnered with Hayward-area fishing guides and angling clubs to collect supplementary data from PIT (Passive Integrated Transponder) tagged muskies. This additional data will help biologists calculate growth of individual fish and evaluate their recapture frequency (an important element of managing catch-and-release fisheries). In addition to the resource management value of these partnerships, they also provide an opportunity to build relationships with our customers and inform the public about DNR programs and management strategies.

Musky Broodstock Evaluation

- Conserving genetic variation while operating a successful musky propagation and stocking program is a goal identified by the Statewide Muskellunge Management Team, which includes representatives of DNR, the Wisconsin Conservation Congress, Tribes, and angling clubs. A project team led by DNR research scientists and including staff from DNR Fisheries Management staff and the USGS Cooperative Fisheries Research Unit concluded a project that determined the population genetic structure of musky throughout their native Wisconsin range, developed a series of musky management recommendations to meet genetic management goals, and tested these recommendations in the field and in hatcheries to evaluate their feasibility. The result is a system of workable guidelines for supplementary stocking that meets management goals, but also reduces the risk of inbreeding and disruption of the native musky population structure.

2011 Black Bear Population Estimate

- In cooperation with the Wisconsin Bear Hunters Associated, the Bureau initiated a 3-year study of Wisconsin's bear population. The study is designed to evaluate the impact of increased harvest pressure on the bear population and guide future management decisions. Over 650 citizen volunteers worked with DNR biologists to systematically place 3,300 tetracycline-laced baits across 32 northern and central counties. Tetracycline leaves a microscope-observable mark in bone tissue. Thanks to the efforts of our volunteers, the project was able to mark 956 bears. This fall, bear hunters were asked to submit ribs for tetracycline mark analysis, and it appears the project will reach its goal of 90% submission. Hunters will be asked to submit ribs again in fall 2012. Initial results are expected in late 2012 with final results available in 2013.

Deer Fawn Predation Research

- The Bureau is in the second year of leading a study to examine several possible causes for variable deer population goals in northern and east central Wisconsin by focusing on fawn survival and recruitment as impacted by predation, weather, and habitat conditions. The study is a collaborative effort involving DNR, UW-Madison, UW-Stevens Point, the Union Sportsman's Alliance, Wisconsin Conservation Congress, and over 400 citizen volunteers. Project funding has also been donated by Whitetails Unlimited, Safari Club International, and Menn Law Firm. A total of 104 fawns were captured across the state in May 2010, far exceeding project expectations and due in large to the work of the project's citizen volunteers. Once complete, this study will result in greater understanding

of factors influencing fawn survival and recruitment rates and ensure that effective management strategies are implemented and integrated into Wisconsin's deer management program.

Nonforest Biomass Harvest Guidelines

- In October 2011, DNR, in partnership with DATCP, UW-Madison, and USDA, completed the *Wisconsin Sustainable Planting and Harvesting Guidelines for Nonforest Biomass*. The objective of this document is to ensure the sustainability of and, whenever possible, benefit the natural resources of the state in the production of nonforest biomass. These voluntary guidelines may be used in making policy, land management, research and natural resource management decisions and will help make informed decisions for bioenergy production on both public and private lands throughout Wisconsin. The Wisconsin Bioenergy Council provided consultation, review, and approval of the document.

Water Division

I. Division Summary

The Water Division 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** manages activities and land uses that affect water quality and public health and safety. The subprogram's primary objective is to provide an integrated watershed approach to managing these activities that includes policy development, watershed planning and regulation, habitat protection, and water quality assessment.

The **Bureau of Fisheries Management** manages and monitors aquatic ecosystems including sport and commercial fisheries. The Fisheries Management subprogram annually deploys 239.26 positions and over \$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 primarily supported by user fees from the sale of user-fee fishing licenses and federal Sport Fish Restoration grants.

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

II. Goals, Objectives and Accomplishments

Program 4: Water

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 (statutory mandate will require an average of 85 inspections per year by DNR staff and owners' consultants). 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 wastewater permit program.

Objective/Activity: Reduce Wisconsin Pollution Discharge Elimination System wastewater permit backlog by 5 percent.

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

Objective/Activity: Update assessment methodology (Wisconsin's Consolidated Assessment and Listing Methodology-WisCALM) to identify impaired waters and develop total maximum daily load (TMDL) analyses, while completing 80 TMDLs annually for waters already listed as impaired. In particular, assess, identify waters as impaired, and model watersheds in the Wisconsin River Basin to further development of the Wisconsin River Basin TMDL.

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 850 wells 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, on average, 15,000 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 all community water systems at least once every 3 years and at all non-community water systems at least once every 5 years. There are approximately 11,400 public water facilities in the state (1,100 community and 10,300 non-community) 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 public health and safety and the state's groundwater resources by ensuring wells are constructed according to department regulations.

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. Ten 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 and rule 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 continue to average 45 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 through funding from the Inland Trout Stamp on 20 to 25 miles of trout stream per year, while protecting and enhancing habitat for nongame, threatened or endangered species.

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: Complete groundwater studies at Kettle Moraine Springs State Fish Hatchery and Les Voigt State Fish Hatchery, and based on study results develop recommendations for hatchery renovation/development to increase production to partially offset losses of trout and salmon production caused by closure of facilities. Efficiencies gained by renovation will allow production of additional fish with fewer overall permanent staff.

Performance Measure Summary

Performance Measure	Goal 2010	Actual 2010	Goal 2011	Actual 2011
Number of high-risk dams inspected per year.	32	46	31(2)	Data not yet available
Number of state-regulated, large dams with emergency action plans (188 at the end of FY08) (3)	240	227	270	Data not yet available
Complete 80 total maximum daily load analyses annually for waters identified as impaired. (1)	80	1(4)	129(5)	101(6)
Maintain Wisconsin Pollution Discharge Elimination System water permit backlog at under 10 percent.	Under 10%	As of 7/15/2010: 22.1% (Total Backlog) 16.6% (Excluding delayed permits due to WET, Hg, Chloride, Cu and/or GW issues)	Under 10% (129 surface water permits expiring in 2011 to be reissued)	As of 10/15/2011: 32.2% (Total Backlog) 28.6% (Excluding delayed permits due to GLI, CL, Cu, Groundwater, and Hg issues.)
Number of wells inspected during construction.	850	896	765	686
Percentage of public drinking water systems inspected at least once in the past five years.	100%	99.1%	100%	99.8%
Percentage of general permits inspected after they are implemented. (1)	15%	15%	10%	Data not yet available
Increase intensive trout habitat restoration funded by the Inland Trout Stamp from 25 miles to 30 miles of trout stream per year.	12 miles restored; 15 miles maintained	12 miles restored; 18 miles maintained	12 miles of restoration and 15 miles of maintenance	31 miles restored and/or maintained
Substantially complete Phase 2 renovation of the Wild Rose State Fish Hatchery by 2009.	Complete project as designed and close the contract.	Phase 2 "punch list" items still under construction or correction by the contractor. Major issues include roofing and pond liners which were not built to specifications	DOA will reconcile non-performance items with the contractor.	DOA has reconciled the pond liners and the roof on the cool water building

Notes:

(1) Based on federal fiscal year.

- (2) This performance measure has been adjusted to reflect a change in the statutory requirements for dam inspections by DNR staff and owners' consultants. Owners of high risk dams will now need to have consultants inspect their dam in between DNR 10-year inspections. When fully implemented, this will average out to approximately 85 inspections being conducted of high risk dams annually.
- (3) This performance measure has been changed from high-risk to large dams.
- (4) The Lower Fox River/Green Bay and Rock River Basin TMDLs were not submitted in time for federal approval during FFY10. Completion of these TMDLs were temporarily delayed to accommodate Legislative questions
- (5) This number reflects anticipated approvals of the Lower Fox River/Green Bay Basin TMDL, the Rock River Basin TMDL, Tainter Lake TMDL, Menominee Lake TMDL, Lake St. Croix TMDL, and Willow River TMDL.
- (6) This number reflects the approval of the Rock River Basin TMDL.

2012 AND 2013 GOALS

Performance Measure	Goal 2012	Goal 2013
Number of high-risk dams inspected per year.(2)	51 (60% of statutory mandate)	68 (80% of statutory mandate)
Number of state-regulated, large dams with emergency action plans (188 at the end of FY08) (3)	320	380
Complete 80 total maximum daily load analyses annually for waters identified as impaired.(1)	49(4)	TBD(5)
Reduce Wisconsin Pollution Discharge Elimination System water permit backlog by 5%.	Reduce backlog to less than 27%	Reduce backlog to less than 22%
Number of wells inspected during construction.	850	850
Percentage of public drinking water systems inspected at least once in the last 3 years, for community systems, or at least once in the last 5 years, for non-community systems.	100%	100%
Percentage of permits inspected after they are implemented. (1)	10%	10%
Of water permit sites inspected, percentage constructed in locations and with designs that meet statute and rule standards. (1)	70%	70%
Percentage of permit requests that are general permits or exemption determination requests. (1)	50%	50%
Processing time on individual water permits averages 45 days or less. This does not include days from initial to complete application, the public comment or appeal period. (1)	45 days	45 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.	25 miles restored and/or maintained	25 miles restored and/or maintained
Complete groundwater studies at Kettle	Contract for and	Complete

Performance Measure	Goal 2012	Goal 2013
Moraine and Les Voigt hatcheries and make recommendations of development/renovation to pursue.	initiate groundwater studies	groundwater studies and develop recommendations for future development at Kettle Moraine and Les Voigt

Notes:

- (1) Based on federal fiscal year.
- (2) This performance measure has been adjusted to reflect a change in the statutory requirements for dam inspections by DNR staff and owners' consultants. Owners of high risk dams will now need to have consultants inspect their dam in between DNR 10-year inspections. When fully implemented, this will average out to approximately 85 inspections being conducted of high risk dams annually.
- (3) This performance measure has been changed from high-risk to large dams.
- (4) This number reflects anticipated TMDLs for the Lower Fox River/Green Bay, Tainter Lake, Lake Menomin, Lake St. Croix and Willow River TMDLs.
- (5) This number reflects anticipated approval of 3rd Party TMDLs in the Milwaukee River Basin. In addition, a range of TMDLs could be developed (depending on state and federal resources) for the following: a statewide TMDL for all waters listed as impaired due to atmospheric deposition of mercury; the Upper Fox/Wolf River Basin. The number of TMDLs is dynamic at this point in time and will likely change in response to revisions to the Impaired Waters List in April 2012. This range in the number of TMDLs could be as low as 10 all the way up to 400 depending on which of the aforementioned projects are completed.

Bureau of Watershed Management Accomplishments

- Helped coordinate a \$22 million contaminated sediment removal project on the Kinnickinnic River in Milwaukee. Approximately 167,000 cubic yards of sediment were removed that was contaminated with polychlorinated biphenyls (PCBs) and polycyclic hydrocarbons (PAHs).
- Implemented a ballast water permitting program aimed at preventing large oceangoing ships from accidentally introducing harmful new invasive species to Wisconsin's Great Lakes waters, and in turn, our inland lakes and rivers.
- Completed the Lower Fox River and Rock River Basin Total Maximum Daily Load (TMDL) studies, and continued to support smaller TMDL projects in the state (e.g. St. Croix River, Tainter Lake/Lake Menomin, etc).
- 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.
- Implemented a "boat landing blitz" over the Fourth of July holiday aimed at reminding boaters of the steps they need to take to avoid spreading aquatic invasive species to new waters.
- Continued to offer support to communities along Lake Michigan and Lake Superior to monitor beach water for elevated *E. coli* levels. This information helps the community health officials notify the public of risks associated with exposure to disease-causing micro-organisms so beach visitors can make informed choices about how to use the beach. Over 100 public beaches in 13 coastal counties are regularly monitored during the summer from one to four times a week.

Bureau of Fisheries Management Accomplishments

- Completed the construction of the research vessel, RV Coregonus, which will be used for survey work on Lake Michigan and replaces the 74 year old RV Barney Devine.
- Developed new management plan to re-establish spotted musky in Green Bay in cooperation with Michigan DNR.
- Raised and stocked over 8.7 million fish in FY10 and over 7.6 million in FY11.
- Collected and tested fish for contaminants, including mercury and PCBs, from waters across the state. Used the new data to update fish consumption advice for several locations including those undergoing sediment remediation.
- Participated in a Great Lakes Region-wide mercury data synthesis resulting in an evaluation of mercury trends in walleye and largemouth bass that showed decreased concentrations since earlier years.
- Translated fish consumption video clips into Hmong and Spanish and posted them on the DNR website.
- Implemented a bilingual outreach program by training and placing Latina interns to serve as summer youth fishing coaches at a Latino community center in Madison.

Bureau of Drinking Water and Groundwater Accomplishments

- Promulgated administrative rules on water use, water conservation and water efficiency as part of the Bureau's efforts to implement 2007 Wisconsin Act 227, the Great Lakes-St Lawrence River Basin Water Resources Compact.
- In FY 2011, 22 communities submitted wellhead protection plans to the DNR, which reduce the risk of groundwater contamination in areas contributing groundwater recharge to public water supply wells. There are now approximately 380 communities who have a wellhead protection plans for at least one of their wells.
- For the eleventh year in a row, DNR staff worked with the Groundwater Center at the Center for Watershed Science and Education (CWSE) and the Wisconsin Geological and Natural History Survey (WGNHS) to sponsor three groundwater workshops for teachers.
- The Bureau continued to improve its public water supply well data and coordinated efforts with other DNR programs to improve the DNR's data on significant potential sources of contamination that may threaten wells.
- During 2010 nearly 92 percent of public water systems met federal drinking water standards set to protect public health—a rate that has been pretty consistent since the 1980s.
- In 2010, staff worked hard to move systems back into compliance with the Safe Drinking Water Act more quickly despite fewer staff to do so. For example, staff held 48 enforcement conferences and developed 91 compliance agreements to get systems back into compliance.

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 conservation and environmental aid programs which benefit municipal governments, including the Environmental Improvement Fund; 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.

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; implementing appropriate management and planning systems (e.g. strategic planning and work planning); coordinating federal funding and policy issues; serving as the contact with the Congressional delegation; and coordinating and analyzing the Department's policy and procedures systems.

Bureau of 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.

Facility Rental Costs

This bureau includes the funds budgeted for rent and expenses for the Department's administrative buildings.

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 bureau 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 approximately 37 conservation, environmental, and recreational grant and loan programs. The bureau is responsible for administering the grant programs listed below.

Recreational Grants

1. Federal Land and Water Conservation Funds
2. Stewardship for Local Units of Government
3. Stewardship for Nonprofit Conservation Organizations
4. Stewardship Capacity grants
5. Recreational Boating Facilities (RBF)
6. Boating Infrastructure Grants (BIG)
7. Snowmobile Trail Aids (SNO)
8. All-Terrain Vehicle Trail Aids (ATV)
9. Recreational Trails (RTA)

10. Dams -- Municipal
11. Dams -- Removal

Conservation-related Grant Programs

1. Urban Wildlife Abatement and Control
2. Forest Fire Protection (FFP)
3. County Conservation Aids (CCA)
4. Gypsy Moth Suppression

Environmental Grant Programs

1. Dry Cleaner Environmental Response
2. PCB Contaminated Sediments Disposal
3. Municipal Flood Control
4. Well Compensation
5. Well Abandonment
6. Targeted Runoff Management
7. Urban Non-point Source and Storm Water
8. Lake Management Planning
9. Lake Protection
10. Aquatic Invasive Species (AIS)
11. River Planning
12. River Management
13. Recycling for Responsible Units
14. Recycling Efficiency Incentive
15. Waste Reduction and Recycling Demonstration
16. Forestry Stewardship
17. WI Forestry Landowners Grant Program (WFLGP)

The bureau also administers two loan programs: 1) Clean Water Fund and 2) Safe Drinking Water

Customer and Employee Services Program Management

This bureau 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.

II. Goals, Objectives and Accomplishments

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: Improve delivery of boat, snowmobile and all-terrain vehicle registration services.

Objective/Activity: Reduce the high-season registration processing times. Processing times for recreational vehicle registrations are seasonally driven by recreation type. Performance measures reflect high-season processing times. The objective is to reduce processing time during the high season, which impacts the customer the most. Reduction in processing times during the recreational season improves customer service and delivery, which in turn reduces staff time responding to customer calls about delays. The time responding to these calls greatly impacts processing production, as the same staff perform both duties.

Objective/Activity: Provide Web-based on-line registration renewal services for boats, snowmobiles and all-terrain vehicles with credit card payment options. Performance measures reflect stability when using automated technologies, maintaining five to seven business days for delivery of the registration display decals and operating certificates. The objective is to provide on-demand registration renewal access and immediate issuance of the required temporary operating receipt. Additionally, this service will maximize use of automated data collection and print-to-mail technologies and expand availability of validation services (issuance of operating receipts), currently provided by the department's service centers and agents where business days and hours are limited. Minimal staff time is required to manage the on-line application, in turn supporting work force reductions.

Objective/Activity: Provide registration renewal billing and check payment services utilizing the state banking contract lockbox services. Performance measures reflect stability when using automated technologies. Maintain five to seven business days for delivery of the registration display decals and operating certificates. The objective is to redirect registration renewal payment processing and maximize use of automated data collection and print-to-mail technologies.

PERFORMANCE MEASURES

Table I--2010 AND 2011 GOALS vs. ACTUALS

Performance Measure	Goal 2010	Actual 2010	Goal 2011	Actual 2011
Number of lost workdays per 100 employees resulting from worker's compensation claims.	3	12.88	3	
Reduce high-season (April 1 to August 1) registration processing time for boats.	90% processed within 10-15 days	Average = 4.80 days	Average within 5-7 days	Average = 2.34 days
Reduce high-season (November 1 to February 1) registration processing time for snowmobiles.	90% processed within 10-15 days	Average = 7.86 days	Average within 5-7 days	Average = 2.80 days
Reduce high-season (April 1 to June 1 and September 1 to December 1) registration processing time for all-terrain vehicles.	90% processed within 10-15 days	Average = 5.61 days	Average within 5-7 days	Average = 2.70 days

Performance Measure	Goal 2010	Actual 2010	Goal 2011	Actual 2011
Reduce turnaround time to renew recreational vehicle registration using mail-in coupons and the Internet for boats, all-terrain vehicles and snowmobiles.	Average = 3.5 days	Average = .47 days	Average less than 5 days	100% processed and sent to print same day

Table II--2012 AND 2013 GOALS

Performance Measure	Goal 2012	Goal 2013
Number of lost workdays per 100 employees resulting from worker's compensation claims.	3	3
Reduce high-season (April 1 to August 1) registration processing time for boats.	Average within 5-7 days	Average within 5-7 days
Reduce high-season (November 1 to February 1) registration processing time for snowmobiles.	Average within 5-7 days	Average within 5-7 days
Reduce high-season (April 1 to June 1 and September 1 to December 1) registration processing time for all-terrain vehicles.	Average within 5-7 days	Average within 5-7 days
Reduce turnaround time to renew recreational vehicle registration using mail-in coupons and the Internet for boats, all-terrain vehicles and snowmobiles.	Average less than 5 days	Average less than 5 days

CAES Division Accomplishments

1. Developed and implemented new performance review process.
2. Developed plan to increase customer service hours by 40%.
3. Awarded \$143.7 million in Clean Water and Safe Drinking Water federal stimulus funds from the American Recovery and Reinvestment Act (ARRA).
4. Implemented a "virtual" call center, allowing customer calls to be answered by staff from anywhere in the state.
5. Answered 90% of customer calls within one minute
6. Reduced response time to media outlets.
7. Implemented a new mentoring program for Department staff.
8. Implemented new line authority structure.

Overview of DNR's 2011-13 Biennial Budget

The 2011-13 DNR Biennial Budget includes \$521.1 million for 2011-12 and \$555.3 million for 2012-13. The Department's budget is reduced by \$53.1 million over the two year period compared to the 2009-11 Biennial Budget. The vast majority of this reduction is associated with technical modifications and transfers such as debt service re-estimates. Increased employee contributions to health care and retirement benefits also contributed to increased Department savings. These savings are outlined in more detail in the following document.

In fiscal year 2012-13 about \$206.1 million annually, or 37% of the budget, represents grant assistance and debt service costs. The remaining \$349.2 million annually, reflects Department costs to provide services.

The net \$53.1 million two year budget reduction is the result of offsetting additions and reductions to the budget. For example, the budget does include a two year \$30.6 million increase for standard cost to continue items as defined by DOA, which are primarily composed of dollars to fund the difference in amounts budgeted for salaries versus actual salary costs. These amounts were necessary to backfill for salary cost savings associated with one-time furlough salary reductions taken during 2009-11.

Other areas that saw additional funding included increases that will be used to maintain Park, Forest and Law Enforcement operations. These areas are primarily Conservation Fund financed.

The budget includes no new GPR initiatives.

This budget includes a decrease of 71.28 FTE to the Department's staffing complement, bringing overall staffing to 2,637.94.

Following is a brief summary of a variety of funding issues included in the budget:

Lands Division

1. **Wildlife Management Operations**-- \$166,700 and \$184,500 (1.0 FTE).
 - Crex Meadows Naturalist Position \$53,400 in FY12 and \$71,200 in FY13
 - Nuisance Wildlife Removal—\$113,000/yr.
2. **Parks & So. Forest Operations** -- a total of about \$1.1 million over the 2 years going toward 4 different areas:
 - New Facilities Operations-- \$405,800/yr. New buildings that have recently come on line or will in the next biennium-- toilet/shower, campground expansions, visitor stations
 - Governor Thompson State Park-- \$24,100 on an ongoing basis to provide staffing and support costs associated with the opening of 50 new campsites.

- Copper Culture—Oconto County-- \$25,000 FY12 only
- Public Safety and Law Enforcement Equipment— \$109,500 each year of the biennium for the lease of the equipment. Parks will need to make a request in the next biennium to fund the remainder of the lease.
 - Mobile Radio Master Lease \$58,300/yr—99 units
 - Mobile Data Computer Master Lease \$44,200/yr.—37 units
 - Vehicle Security Screens \$15,000 one-time funding
 - Non-Toxic Ammunition \$7,000/yr.

Forestry Division

3. **Maintaining Base Operations**-- About \$769,000/year for a variety of things:
 - Radio Master Lease Payments 3 and 4-- \$214,000 each year in one-time, Forestry Account funding to support the third and fourth year payments of a six year master lease for the purchase of 232 mobile radios, 209 portable radios, and 11 aircraft radios by the Division of Forestry. The radios were purchased in order to be compliant with Federal Communications Commission mandates and federal Homeland Security Administration directives and standards.
 - Timber Regeneration \$550,000/yr.
4. **Fire Department Suppression Reimbursement**-- \$92,800/yr. to support increases in reimbursements to local fire departments for the assistance that they provide in suppressing wildland fires and for the protection of structures threatened by wildland fires

Enforcement & Science Division

5. **Warden Operation Costs**-- 3 items totaling about \$1.2 million over the 2 years, including things like:
 - Warden Recruit Class Support-- \$175,000/yr. split among a variety of sources to cover the costs associated with recruiting, hiring and training new wardens.
 - June 2010—10 FTE
 - July 2011—8-10
 - July 2012—12-14
 - July 2013—12-14

Potential Vacancy Rate in 2012 **53**

- Mobile Data Communications - Warden Laptops -- \$265,000 SEG in each year of the biennium to cover the annual cost of a four year master lease for the replacement of 200 Warden Laptop Computers.

- Radio Trunking -- includes \$288,000 in the first year of the biennium to acquire and implement radio trunking in all 600 of its mobile and portable radios.

Air & Waste Division

6. **Dry Cleaner Environmental Response**-- \$1,472,800 SEG in 2011-12 from the Dry Cleaner Environmental Response Fund for payment of claims under the Dry Cleaner Environmental Response Program. The program provides reimbursement for a portion of the costs of cleaning up discharges of dry cleaning solvents from eligible dry cleaning facilities.

Summary of Water Quality and Environmental Cleanup Bonding

<i>DNR 2011-13 Budget</i>	<u>2011-12 \$\$</u>	<u>2012-13 \$\$</u>
Bonding		
Targeted Runoff Management Bonding	\$7,000,000	
Urban Water Management Bonding	\$6,000,000	
Contaminated Sediment Bonding	\$5,000,000	
Dam Repair and Removal Grants-- Bonding	\$4,000,000	
Contaminated Soils	\$3,000,000	
Stewardship Bonding-- Reduced annually from \$86 million to \$60 million. Reduced \$233.4 million over the remaining life of the program through 2019-20.	(\$26,000,000)	(\$26,000,000)
Total Bonding Request	(\$1,000,000)	(\$26,000,000)

Departmentwide-

Stewardship Bonding Level and Allocation--

Authorizes \$60,000,000 in each year from fiscal year 2011-12 through 2019-20 for the Stewardship Program. This is an annual reduction of \$26 million in bonding, and a 9-year reduction of \$234 million.

The \$60 million in annual bonding authority would be allocated as shown in the following table. Beginning in fiscal year 2013-14, the allocations would be consistent with the 2009-10 allocation, except the \$12 million to NCOs for land acquisition grants which would be at the current law level and general DNR land acquisition would be reduced by \$4 million annually.

2011-13 DNR BIENNIAL BUDGET
(in millions of \$)
(Subtotals may vary slightly due to rounding)

	DNR 2010-011 Base Doubled	Cost to Continue	Requests Beyond Base	2011-13 TOTAL Final Budget	% Change	% of Total Budget
General Purpose Revenue	\$239.2	\$6.1	-\$29.1	\$216.2	-9.6%	20.1%
Conservation Fund	479.8	8.9	-12.2	476.5	-0.6%	44.3%
Environmental Fund	89.0	1.8	40.6	131.3	47.6%	12.2%
Recycling Fund	75.6	0.2	-75.8		-100%	0%
Clean Water Fund	4.7	0.3	-0.2	4.8	2.1%	0.4%
PECFA-SEG	11.7	0.4	-0.4	11.7	-	1.1%
Dry Cleaner Env. Response Fund	2.0	0.1	1.4	3.5	75%	0.3%
Program Revenue	70.5	5.5	-5.8	70.2	-0.4%	6.5%
Tribal Gaming Agreement Revenue	3.2	0.3	-0.2	3.2	-	0.3%
Federal Revenues	153.8	7.1	-2.0	158.9	3.3%	14.8%
Total	\$1,129.4	\$30.6	\$-83.7	\$1,076.4	-4.7%	100%

Department of Natural Resource Staffing by Funding Source				
	DNR 2010-11 Base (FTE)	Changes to Base (FTE)	2011-13 TOTAL Budget Request (FTE)	% of Total Budget
General Purpose Revenues	300.69	(9.59)	291.10	11.1%
Conservation Fund	1,483.62	(31.96)	1,451.66	55.0%
Environmental Fund	96.95	19.15	116.10	4.4%
Recycling Fund	23.90	(23.90)		0%
Clean Water Fund	17.00		17.00	0.6%
PECFA-SEG	27.50	(1.25)	26.25	1.0%
Dry Cleaner Env. Response Fund	3.00		3.00	0.1%
Program Revenue	255.14	(9.00)	246.14	9.3%
Tribal Gaming Agreement Revenue	12.00		12.00	0.5%
Federal Revenues	489.42	(14.73)	474.69	18.0%
Total	2,709.22	(71.28)	2,637.94	100%

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.

Flextime 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'. We have numerous employees who were promoted into management level positions in Madison, but didn't live in Madison and now enjoy a telework schedule.

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.

A less obvious benefit would be a decrease in our overhead costs. Employees working flexible schedules can share expensive equipment such as computers, and even desk space, as long as their schedules don't overlap. Flextime is good for the environment too. With some workers commuting four days each week, not five, fewer cars are out on the road. Fewer cars equal less air pollution, and less congestion on the roads. Staggered schedules also help eliminate traffic problems.

We 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. We advertise our flexible schedules at our career fairs as well as our management training so each employee can enjoy the benefits flexible scheduling has to offer. We have not hired many permanent part-time individuals these past few years since we have been restricted with our hiring. We continue to look at reducing schedules as requested by our permanent employees to ensure they are benefiting from the schedule that meets everyone's needs.