
WATER QUALITY BUREAU

STRATEGIC PLAN

2012-2016



TABLE OF CONTENTS

Executive Summary	5
Bureau Description	5
Vision Statement	6
Mission Statement.....	6
Program Structure	6
Program Resource Alignment	7
Lakes & Rivers	7
Monitoring.....	8
Water Evaluation.....	8
Permits	9
Wastewater.....	9
District Field Supervisors and Staff.....	10
Management Teams	11
Water Quality Board (WQB).....	11
Water Resources PMT.....	11
Wastewater PMT.....	11
Technical Teams	12
Adaptive Management Workgroup	12
Aquatic Invasives Team	12
Integrated Reporting Team	13
Lakes Monitoring Technical Team.....	13
Lakes Technical Review Team	13
Mississippi River Water Quality & Monitoring Team	14
Rivers and Streams Monitoring Technical Team.....	15
Rock River Recovery Implementation Team	15
SWAMP Team.....	15

SWIMS/WATERS/Surface Water Data Viewer Team.....	16
TMDL Implementation Guidance Team	16
Upper Fox & Wolf Basins.....	16
Water Monitoring Data Integration Team	17
Waterbody Oversight Committee	17
Water Quality Modeling Technical Team.....	17
Water Quality Trading Workgroup.....	18
Water Quality-Based Effluent Limits Team	18
Water Assessment Restoration and Protection Team (WARP)	18
Watershed Planning Team	19
Wetlands Monitoring Technical Team	19
Wisconsin River TMDL Project Team.....	20
ASSET ANALYSIS.....	20
Bureau Budget.....	20
Performance aspects in DNR budgets	20
Watershed and Water Quality Allotments.....	21
SWOT (Strengths, Weaknesses, Opportunities and Threats Analysis).....	22
Bureau Organizational Chart	24
Bureau Functional Chart.....	25
Bureau focus areas, 2012-2016.....	26
Strategic initiatives	27
Strategic Initiatives - Milestones	29
Water Division Quality Improvement Operational Goals	32
Water Quality Bureau Response to Division Vision.....	32
Program Review: Management Systems and Progress Report for WPDES	47
Water Quality Bureau Goals and Performance Measures	48

Appendix 48

- A. ENPPA Document for 2011 to 2013 48
- B. Water Quality Bureau Goals Water Resources, Wastewater 159
- C. Water Quality Bureau Team List172
- D. Water Quality Related Databases177
- E. Water Quality Bureau Summary of Goals179

This strategic plan was prepared by the Bureau of Water Quality to provide a focused direction to deploy our resources and to meet federal, state and local mandates. This plan is subject to change based on funding, resource constraints, and staff availability.



The importance of protecting, maintaining and restoring water resources in the State of Wisconsin couldn't be more critical. This strategic plan is designed to meet this all important goal and to document that we have allocated resources wisely toward that end. Lake Mendota, Photo by Lisa Helmuth

EXECUTIVE SUMMARY

The Water Quality Bureau is responsible for a wide range of evaluation, regulatory and restoration work. The Bureau focuses on monitoring, standards setting, and standards enforcement through wastewater permit issuance, and Total Maximum Daily Load (TMDL) creation and the creation and execution of *programs to protect water quality including Lakes, Rivers, and Watershed grant programs*. These primary functions rely on numerous technical skills, budgetary commitments, grant programs, and state and federal authorities.

The purpose of this Strategic Plan is to guide the evolution of this new Bureau. This Plan is designed to meet federal and state requirements, aid in outstanding resource protection and be responsive to our customers' needs. Providing accountability, accessible, measurable, and understandable information regarding the state of Wisconsin's Waters is a fundamental element of the Clean Water Act and must be addressed in a comprehensive manner. This strategic plan provides a *vision and direction regarding the* needs, challenges and emerging issues and provides an array of strategic actions to address challenges and to promote effective use of resources.

This plan targets Water Quality Bureau issues including:

- Enable staff and management to work smarter and more efficiently in revised work structure.
- Enhance productivity, performance and accountability among all elements of water quality programs.
- Provide consistent, integrated guidance for near-term and long-term *work planning and budgeting*.
- Structure and implement *evaluation processes, programs, and tools* to determine if they meet their intended purpose.
- Improve *communication and training* so that management and staff are more comfortable and familiar with programs, tools, and larger vision of bureau and its goals.
- Enable identification of science needs and partnership opportunities for achieving the Bureau's mission

This plan builds on the four Water Division Objectives¹ by identifying the Bureau's roles and activities, both formal and informal.

BUREAU DESCRIPTION

The Bureau of Water Quality provides science-based monitoring, analysis, and regulation of discharges to surface waters to protect and maintain the water quality in Wisconsin through management actions including aquatic plant management, aquatic invasive species initiatives, and lakes, rivers, and wetland grants and program implementation.

¹ Four strategic Water Division objectives and related goals and performance measures guide Water Division work including resource allocation and program and policy initiatives.

VISION STATEMENT

The Bureau is comprised of a highly trained professional staff that is prepared to provide the best level of service to Wisconsin today and into the future. While utilizing the most cost-efficient technology and best available science, we will continue to develop and implement policies and programs that meet the needs of the state's water resources, the public, and other customers who rely upon the state's surface water. The bureau's actions must also be mindful of keeping staff workload manageable, employees motivated, and staff morale, high.

MISSION STATEMENT

Our mission is to provide clean, safe water and the highest quality protection and treatment of water for the public, by adhering to state and federal requirements for water quality and environmental protection.

PROGRAM STRUCTURE

The Water Quality Bureau resides in the Water Division and is closely aligned with the Watershed Program. The Bureau is heavily dependent on the Fisheries and Groundwater Programs and Science Services, as well as the many functional teams and related communication linkages pertinent to the overall Bureau mission. The central office and regional offices coordinate heavily with the staff and management of the Office of Great Lakes through tight coordination and collaboration on mutual goals and projects.

SECTIONS:

- Lakes, Rivers & Wetlands
- Monitoring
- Permits
- Water Evaluation
- Wastewater

MANAGEMENT TEAMS:

- Water Quality Board (WQB)
- Water Resources PMT
- Wastewater PMT

TECHNICAL TEAMS

- Adaptive Management Workgroup
- Aquatic Invasives Team
- Integrated Reporting Team
- Lakes Monitoring Technical Team
- Lakes Technical Review Team

- Mississippi River Water Quality & Monitoring Team
- Rivers and Streams Monitoring Technical
- Rock River Recovery Team
- SWAMP Team
- SWIMS/WATERS/Swdv Team
- TMDL Implementation Guidance Team
- Upper Fox & Wolf Basins
- Water Monitoring Data Integration Team
- Waterbody Oversight Committee
- Water Quality Modeling Technical Team
- Water Quality Trading Workgroup
- Water Quality-Based Effluent Limits Team
- WARP
- Watershed Planning Team
- Wetlands Monitoring Technical Team
- Wisconsin River TMDL Project Team

DISTRICT FIELD SUPERVISORS AND FIELD STAFF:

Wastewater Field Supervisors

Water District South, West (Fitchburg)

Water District South, East Milwaukee

Water District West (Eau Claire)

Water District North Spooner

Water District East (Green Bay)

Water Resources Field Supervisors

Water District South, West (Fitchburg)

Water District North (Park Falls)

Water District East (Oshkosh)

Lake Michigan (Sheboygan)

Lake Superior (Ashland)

Mississippi River (Lacrosse)

Water District West (Eau Claire)

PROGRAM RESOURCE ALIGNMENT

The following is a description of each section, major program areas, summary of stated goals and areas for improvement. In many cases, there are formal partnerships with Science Services and other agencies and university partnerships for science support.

LAKES & RIVERS

Primary Function: The Lakes & Rivers Section is responsible for designing, supporting and ensuring implementation of programs, policies, and budgetary allocations to ensure that lakes and rivers in Wisconsin are well-managed and protected to the maximum extent possible. This section is responsible for aquatic plant management (APM), aquatic invasive species (AIS) prevention, containment and control, and lake and river management.

Key Programs: Lakes Partnership including Citizen Lake Monitoring Network, Lakes Planning and Protection Grants, and Aquatic Plant Management permitting; Aquatic Invasive Species Education, Planning and Control Grants, Outreach and Prevention, and Rapid Response planning; and River Planning and Protection Grants, Rivers Initiative, Northern Rivers Initiative, and related advocacy outreach activities.

Leadership: Carroll Schaal, Chief of Lakes & Rivers Section

Cross-Program Issue Areas: Water evaluation and monitoring activities, TMDL creation and implementation, watershed planning, APM, aquatic invasives species (AIS) interaction / effect on water condition and determination of use designations, and documented in SWIMS, WATERS, and the Surface Water Data Viewer Information Technology products. Identify the role climate change may have on all of these programs and w/in the Division. Work in tight collaboration with the Office of the Great Lakes.

Strategic Initiatives: Monitoring strategy development/updates, impacts or changes from monitoring section creation/ design, Lakes Partnership efforts, Lakes Strategic Planning, and Rivers Initiatives, climate adaptation planning.

MONITORING

Primary Function: The Monitoring Section is responsible for designing, supporting and ensuring implementation of a water resources monitoring strategy that addresses water quality and watershed program priority information needs, EPA Clean Water Act delegation expectations, and which are within budgetary allocations.

Key Programs: Baseline, Targeted, and Evaluation Monitoring Programs to meet federal and state regulatory requirements, including citizen based stream monitoring (CBSM), , and related activities (lab services, USGS contracts, quality assurance, field support). The section will implement National Aquatic Resource Surveys and associated probabilistic statewide surveys and provide oversight of SWIMS, WATERS, and the Surface Water Data Viewer Information Technology products. Fully address programmatic needs stemming from new or revised federal, state and local initiatives.

Leadership: Tim Asplund, Chief of Monitoring Section

Cross-Program Issue Areas: Water evaluation and monitoring activities, TMDL creation/ implementation, information technology products. Including SWIMS, WATERS, and the Surface Water Data Viewer, and large-scale issues related to climate change in Wisconsin.

Strategic Initiatives: Monitoring strategy development/updates, impacts or changes from monitoring section creation/ design, Lakes Partnership efforts, Lakes Strategic Planning, and Rivers Initiatives, climate adaptation planning, and wetland monitoring and assessments.

WATER EVALUATION

Primary Function: The Water Evaluation Section is responsible for maintaining, responding, creating and evaluating the maintenance of water quality standards protective enough to meet Clean Water Act stated goals, policies and programs.

Key Programs: Ensuring that waters are assessed with the best available science using the most accurate and complete assessment screening tools and procedures to arrive at water condition statements that can be used as the basis of resource restoration, recovery or enhancement work.

Leadership: Brian Weigel, Chief of the Water Evaluation Section

Cross-Program Issue Areas: Water evaluation and monitoring activities must be closely aligned to ensure that common biological and chemical metrics are evaluated to determine water condition; creation of performance standards and end goals for restoration are critical for ensuring that written TMDLs may be implemented by both the Permits/wastewater Program as well as the Runoff Management Section.

Strategic Initiatives: Update of the critical elements of the monitoring strategy through reviewing and adopting key recommendations from the WARP report, the monitoring strategy recommendations, and other critical thinking by seasoned veterans is a very high priority. Providing accountability through accessible, measurable, and understandable information on the state of Wisconsin's Waters is a fundamental element of the Clean Water Act and the Water Evaluation Section. Implementing the Triennial Standards Review with an eye toward improvements and upgrades is a critical priority.

PERMITS

Primary Function: Through the Wisconsin Pollutant Discharge Elimination System (WPDES) permit program, the DNR regulates municipal, and industrial operations discharging water to surface or groundwater, including biosolids, septage, and wastewater applied to land.

Each permit contains monitoring, reporting, and operational requirements needed to ensure protection of Wisconsin's water resources. The department makes a determination on whether a particular facility is appropriately covered by a general or specific permit. Specific permits are issued to individual facilities. This section provides support to development of wastewater permits and guidance.

Key Programs: WPDES Program – System for Wastewater Applications, Monitoring and Permits (SWAMP), Ballast Water, individual permit support, Water Quality Based Effluent Limits (WQBEL) determinations, Whole Effluent Toxicity (WET) policy, Compliance Maintenance Annual Reports (CMAR), Fees, permit public noticing, IT data sharing with EPA, permits policy, permit streamlining, and operator certification.

Leadership: Mike Lemcke, Chief of the Permits Section

Cross-Program Issue Areas: Total maximum daily load (TMDL) policy, coordination of SWAMP usage, operator certification, implementation of water quality standards, statewide permit drafter support, discharge monitoring reports, and electronic permit applications with agency permit procurement process.

Strategic Issue Areas: Reduction of permit backlog, streamlining permit issuance using new procedures and technology.

WASTEWATER

Primary Function: Wastewater Program work provides drafting and support for industrial and municipal WPDES permits and plan review to ensure that treatment plant plans and specifications, processes, and planning work complies with state and federal regulations.

Each permit contains monitoring, reporting, and operational requirements needed to ensure protection of Wisconsin's water resources. The department makes a determination on whether a particular facility is appropriately covered by a general or specific permit. Specific permits are issued to individual facilities. This section drafts wastewater permits and guidance to implement the program.

Key Programs: Complex industrial permit drafting, treatment plant design review, plans and specifications and collection system reviews, sewer service area planning reviews, and individual permits, specialized permits, permit streamlining, operator certification, pretreatment policy, general permits, permit streamlining, variances, sanitary sewer overflow tracking and response, and permits policy.

Leadership: Tom Mugan, Chief of the Wastewater Section

Cross-Program Issue Areas: coordination with Department of Commerce, Permits Program and water evaluation section programs: Total maximum daily load (TMDL) policy, implementation of water quality standards, privately owned wastewater treatment systems, and electronic permit applications with larger agency permit procurement process.

Strategic Issue Areas: Reduction of permit backlog, streamlining permit issuance using new procedures and technology.

DISTRICT FIELD SUPERVISORS AND STAFF

Primary Function District Field Supervisors and staff are primarily responsible for providing local-level customer service functions including providing public education and assistance; monitoring waters, habitat or fisheries; issuing individual and general permits; assessing compliance with permits; assessing compliance with state and federal laws; initiating enforcement notifications; working with municipalities, counties, local officials and the general public to implement state water quality programs; coordinating aquatic habitat surveillance, management and restoration; initiating complaint response and follow-up; and participating in emergency response activities.

Key Programs Implementation and enforcement of wastewater and water resources sub-programs. District staffs participate in Technical Teams to bring field expertise into guidance and policy development.

Leadership District Field Supervisors

Cross-Program issue Areas Coordination with Drinking and Groundwater Program, Environmental Enforcement, Office of the Great Lakes and Green Tier Program.

Strategic Issue Areas Maintain district staff levels to support the strategic areas of the bureau sections and oversee compliance and enforcement activities.

MANAGEMENT TEAMS

WATER QUALITY BOARD (WQB)

Primary Function – Oversee Water Quality Bureau operations.

Membership

- Section Chiefs
- Wastewater Field Supervisors
- Water Resources Field Supervisors
- Bureau Director and their direct reports

Strategic Initiatives

- Lean Six Sigma project for permit backlog
- WARP
- New Employee Training
- Mentor/Mentee program

WATER RESOURCES PMT

Primary Function Water Resources PMT is responsible for creating policy and work planning guidelines relating to monitoring, water evaluation (water quality standards, assessments, impaired waters or O/ERW waters listings) and wetlands, rivers and lakes management.

Membership Resource managers in central office, regional water quality supervisors and experienced senior technical staff participate in water resources PMT meetings.

Cross-Functional Issue Areas Most immediate cross program work involves water evaluation and monitoring activities, TMDL creation/implementation with permits and Runoff Management programs, and IT initiatives that cross all related programs, including SWIMS, WATERS, and the Surface Water Data Viewer.

Strategic Initiatives Major initiatives include: monitoring strategy development/updates, monitoring section creation/design, integrated reporting/impaired waters assessment and identification, TMDL creation, watershed planning, and grant program/partnership activities with lakes and rivers initiatives.

WASTEWATER PMT

Primary Function Wastewater PMT is responsible for creating policy and workplanning guidelines for the wastewater management and permits programs.

Membership Resource managers in central office, regional water quality supervisors and experienced senior technical staff and a section chief in Science Services participate in wastewater PMT meetings.

Cross-Functional Issue Areas Most immediate cross program work involves water evaluation and permits; permits and Runoff Management relating to CAFOs, and IT initiatives that cross all permit related “intake” programs, including waterways, wetland regulation, CAFOs.

Strategic Initiatives Major initiatives include: permits “on the web”, permit streamlining, and reducing the permit backlog.

TECHNICAL TEAMS

ADAPTIVE MANAGEMENT WORKGROUP

Primary Function: Develop guidance to assist in the implementation of s. NR 217.18 related to point source discharges of phosphorus. Specific assignments are:

- 1) Make recommendations to ensure successful implementation of Adaptive Management to the Wastewater, Water Resources, and Runoff PMTs.
- 2) Develop web-based communication tools for internal and external constituents to ensure consistent implementation of Adaptive Management.
- 3) Develop and provide training for internal staff responsible for implementing key elements of Adaptive Management.
- 4) Collaborate with the WQ Trading Workgroup on related matters.
- 5) Create Guidance for implementation of 217
- 6) Facilitate Web-based communication tools for internal and external constituents to ensure consistent implementation of Adaptive Management.
- 7) Training where appropriate.

Membership: Wastewater Program Adaptive Management Leaders, WARP Team members, Regional Permit Experts, Nutrient Management staff.

Cross Functional Issue Areas: Implementation of NR217 across programs and existing and new permits.

Strategic Initiatives: Successful reduction in nutrients following nutrient strategies, legal rules, guidelines, staff availability and executive mandates.

AQUATIC INVASIVES TEAM

Primary Function Coordinate the implementation of the statewide ANS Plan.

Membership Statewide AIS Coordinator, UW Extension communication, education and outreach Clean Waters Coordinator, Citizen Lake Monitoring Coordinator, Purple Loosestrife Biocontrol Project Coordinator, and includes researchers from Science Services.

Cross-Functional Issue Areas Participate on the Department Invasive Species Team, work with Fish Management on AIS issues (stocking, monitoring, fish passage, etc.).

Strategic Initiatives Coordinate the implementation of the State's Aquatic Nuisance Species Management Plan

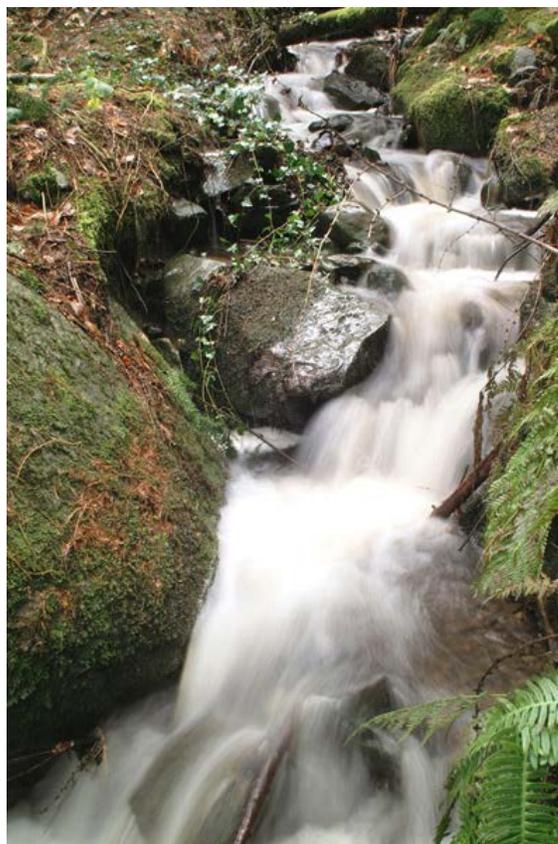
INTEGRATED REPORTING TEAM

Primary Function Provide a team approach to the coordination of Clean Water Act Integrated Reporting activities including public outreach, summary reports, dataset updates, impaired waters list compilation, and comprehensive data submittals to USEPA.

Membership Impaired Waters Coordinator, Watershed Plan Coordinator, TMDL Coordinator(s), Data Management Support staff, GIS Staff, and WES Manager.

Cross-Functional Issue Areas These functions include coordination with watershed planning and impaired waters listing and delisting protocols, decisions and work processes, coordination with WARP Team and related people in Permits, Monitoring, Wastewater, and Standards.

Strategic Initiatives Updates to Wisconsin Assessment Methodology on a biennial basis; summary updates to Clean Water Act Report, which identifies the state of Wisconsin's waters; generalized condition assessment for all Wisconsin Waters; guidance on how to fill out the fields in the waters database.



LAKES MONITORING TECHNICAL TEAM

Primary Function Provide guidance and centralized communication forum for technical elements of lakes program, including specialized guidance for monitoring, assessments and lakes restoration work.

Membership Statewide team of lakes experts with representation from central office and regional offices and includes researchers from Science Services.

Cross-Functional Issue Areas Design recommendations for lakes baseline strategy, competitive projects and grants guidelines, and insight into lakes research, sampling protocols and data representativeness

Strategic Initiatives Providing liaison activities to WARP Team, Water Resources PMT decision making on monitoring policy, and impaired waters identification, TMDL development and water restoration determinations.

LAKES TECHNICAL REVIEW TEAM

Primary Function: Increase the effectiveness (chance of success) of lake management activities in Wisconsin through the scientific review of complex and higher cost lakes projects. Provide for the consistent application of analytical and restoration methods statewide. Specifically, the team will:

- 1) Coordinate regional and central office staff expertise and experience in the review of lake projects as needed and make recommendations for Regional DNR.

- 2) Review, standardize and document the technical validity of lake management and restoration methods used in Wisconsin.
- 3) Build on and provide continuity of past experiences both successful and unsuccessful.
- 4) Assist in the development of the technical aspects of a training program.

Membership: The Lakes Partnership Team leader (Lakes Coordinator) will convene the committee on an as needed basis.

Cross-Functional Issue Areas Address 1) All in-lake restoration plans (planning grants) and diagnostic & feasibility studies. 2) All in-lake restoration plans and project requesting approval for implementation

Strategic Initiatives: Ongoing primary issues with lake management work in the state (Rule revisions, etc.)

MISSISSIPPI RIVER WATER QUALITY & MONITORING TEAM

Primary Function: Implement the Mississippi River WQ and monitoring program in coordination with MN, IA, IL, MO, and Federal agencies. Specific assignments and recent activities include:

- 1) Implement WQ, fish, and vegetation monitoring and research under the federal UMRR-EMP Long Term Resource Monitoring Program;
- 2) WQ monitoring at WDNR LTT sites; Develop monitoring and assessment strategies in cooperation with UMR states and EPA
- 3) Develop proposal for site-specific TSS criteria on MN South Metro TMDL;
- 4) Indicator development for submersed aquatic vegetation;
- 5) Evaluate COE dredging and placement activities;
- 6) Evaluate WQ impacts and prepare certifications for navigation-related water resources projects carried out by the COE;
- 7) Evaluate WQ impacts and prepare certifications for restoration projects under federal and state partnership programs (e.g., UMRR-EMP); 8) Zebra Mussel veliger monitoring; Conduct sediment evaluations; 9) La Crosse Marsh lead evaluation; 10) Review and comment on UMR Hydropower applications

Membership Mississippi River Team Leader, Technical Leads, Monitoring Experts.

Cross Functional Issue Areas: The Mississippi River WQ and Monitoring Team works jointly with the Mississippi River fisheries and wildlife programs and represents Wisconsin DNR on several interstate Boards, teams and committees, including: Upper Mississippi River Basin Association (Board and WQ Task Force); UMRR-EMP Coordinating Committee (Board and ad hoc groups); Upper Mississippi River Conservation Committee-WQ Technical Section; Navigation and Ecosystem Coordinating Committee (on hiatus); St. Paul District COE River Resources Forum (standing co-chair with COE, plus standing work-groups); Rock Island District River Resources Coordinating Team; LTRMP Analysis Team

Strategic Initiatives: Continuous monitoring through the LTRMP, EMAP, and related pool restoration programs and projects.

RIVERS AND STREAMS MONITORING TECHNICAL TEAM

Primary Function Provide guidance and point of centralized communication for monitoring designs for baseline, targeted and evaluation work including guidance for protocols, sampling procedures, equipment and budgetary issues.

Membership Statewide team of water quality biologists with representation from central office and regional offices and includes researchers from Science Services.

Cross-Functional Issue Areas Design recommendations for baseline strategy, competitive monitoring project guidelines (Tier II), and insight into sampling protocols and data representativeness

Strategic Initiatives Providing liaison activities to WARP Team, Water Resources PMT decision making on monitoring policy, and impaired waters identification, TMDL development and water restoration determinations. Update the state's Monitoring Strategy funded by our Clean Water Act 106 grant, as well as initiate and move forward work related to the creation of biocriteria and updated use designations under NR102.

ROCK RIVER RECOVERY IMPLEMENTATION TEAM

Primary Function: The role of the implementation team is communication between sector teams, integration, create awareness, and identify issues. □ Issues that cannot be addressed by the implementation team should go to the statewide TMDL implementation team. Those that cannot be resolved by the TMDL implementation team will be addressed by WARP.

Membership: The Rock River Recovery Team is led by a regional manager responsible for the health of the Rock River waters.

Cross-Functional Issue Areas The implementation of this complex TMDL involves integration of programs, staff and rules from multiple areas of the agency as well as across agencies and the public.

Strategic Initiatives: Significant progress in the four sector areas as well as communication, integration with partners, permit issuances, and sense of project as a successful ongoing entity

SWAMP TEAM

Primary Function: Assist in WPDES permit issuance by continuously evaluating and updating SWAMP to meet the WPDES permit program needs.

Membership The SWAMP File Manager, key Permits and wastewater central office coordination staff, regional permit writers and central office management and experts

Cross Functional Issue Areas: The System for Wastewater applications Monitoring & Permits (SWAMP) is a computer system designed to capture & store data, facilitate WQBEL calculations and permit development to assist with management of the WPDES Permit Program. Specifically SWAMP: generates WPDES permit applications, stores facility information, issues WPDES permits, determines WETOX requirements, generates monitoring forms, stores permit monitoring data and analyze compliance, generates/store permit-related documents, tracks compliance events, and calculates NR 101 fees.

Strategic Initiatives: The SWAMP team is focused on supporting the bureau goal and division metric of reducing permit issuance backlogs through expedited flow procedures, automation, and evaluation of work flow processes.

SWIMS/WATERS SURFACE WATER DATA VIEWER TEAM

Primary Function: Manage a suite of IT tools designed to help meet the goals of the Clean Water Act, with tabular and spatial data. SWIMS is a management system primary designed for monitoring; WATERS is primary designed for water quality standards and assessment data; and the Surface Water Data Viewer is a data delivery tool designed to share information with the DNR staff and the public.

Membership: Three coordinators work in concert to oversee the management of these tools. In addition, system contractors and key program staff are on the team.

Cross Functional Program Areas: Meet changing technology needs/demands driven by state and federal environments and consumer demand and identify upcoming needs and changes to prepare for the following budget. Manage budget Identify Key priorities of constituent groups, develop/manage list of priorities for programming, budget fixes, etc., implement requested updates from databases based on schedules requested, budgets available, and competing priorities, launch updates to production.

Strategic Initiatives: Online Grant applications in 2013; Aquatic Plant Upload Tool to support AMCI assessment work; continued support for CWA Integrated Reporting Assessments; natural community delineation integration with stations and assessment units; integration of watershed actions for watershed planning; support of goals/objectives/performance measures/metrics – linkage to workplanning; conduct Geocortex implementation to move applications off of ArcIMS.

TMDL IMPLEMENTATION GUIDANCE TEAM

Primary Function: Create guidance for TMDL implementation.

Members: Corinne Billings, Kari Fleming, others, WES modelers, program staff, regional TMDL Project Managers, etc.

Cross Functional Program Areas: Guidance for TMDL Implementation requires integration of point and nonpoint source monitoring, assessments, legal programs, pollutant control mechanism and a consolidated vision of defining when water is restored.

Strategic Initiatives: Identify the status of all TMDLs in implementation; create strategies for resolving waters listed as impaired and where TMDLs are created and implementation is needed and/or where alternative mechanisms are appropriate.

UPPER FOX & WOLF BASINS

Primary Function: The role of the Upper Fox & Wolf Basins TMDL Restoration Team is fully implement the TMDL including communication between teams, integration, create awareness, and identify issues. □ that are cross program and difficult and which need additional work;

Membership: The Upper Fox & Wolf Basins TMDL Restoration Team s lead by Keith Marquardt, Fox Wolf TMDL Project Manager

Cross-Functional Issue Areas The implementation of this complex TMDL involves integration of programs, staff and rules from multiple areas of the agency as well as across agencies and the public.

Strategic Initiatives: Significant progress in the various focus areas as well as communication, integration with partners, permit issuances, and sense of project as a successful ongoing entity.

WATER MONITORING DATA INTEGRATION TEAM

Primary Function Coordinate inter-bureau data integration issues to enhance cost-effectiveness of decisions, particularly as they relate to monitoring activities.

Membership Joanna Griffin, Ann Schachte, Jennifer Filbert and Lisa Helmuth

Cross-Functional Issue Areas Database, infrastructure coordination projects including sharing stations/eLT functionality, oracle tables, and provision of data to the public through dynamic webpages and databases.



Aerial photo of the Mississippi River.

Strategic Initiatives: Statewide monitoring support; Integration of Fish Database with SWIMS/WATER; Share costs of eLT and other infrastructure; share costs and knowledge of water quality exchange network reporting responsibilities.

WATERBODY OVERSIGHT COMMITTEE

Primary Function: Coordinate consistent definitions of waterbodies as they are defined in programs and displayed internally and in publically accessible databases.

Membership Lead: Ann Schachte (bureau staff: Helmuth, Filbert, Lakes staff)

Cross-Functional Issue Areas Definition of “lakes” v. “ponds” v. “impoundments” is one example. How data is displayed and used in regulation influences decision-making.

WATER QUALITY MODELING TECHNICAL TEAM

Primary Function: To discuss modeling methodology, advancements in modeling, and review current department modeling efforts. The team ensures consistency among the water quality modeling staff in the department and provides recommendations to other department staff regarding the best tools available to reach a desired answer.

Membership: Modelers throughout the state of Wisconsin.

Cross-Functional Issue Areas: This team provides recommendations to various project teams and individuals using water quality models within the department.

Strategic Initiatives: Specific duties have included: 1) Review and comment on the development of the PRESTO tool 2) Discuss the use of the USGS SPARROW model as a pollutant load estimation tool 3) Review the proposed US Army Corps of Engineers Wisconsin River TMDL modeling methodology

WATER QUALITY TRADING WORKGROUP

Primary Function: Create guidance for Pollutant Trading, web-based Communication Tools, and Successful training sessions with knowledgeable staff

Membership: WW PMT, WR PMT, Runoff PMT

Cross-Functional Issue Areas: This team provides recommendations to various project teams and individuals using water quality models within the department.

Strategic Initiatives: Specific duties have included: 1) Review and comment on the development of the trading guidance 2) Discuss the use of the alternative approaches 3) Review the proposed final recommendations and publish as final, providing training to dnr and external customers.

WATER QUALITY-BASED EFFLUENT LIMITS TEAM

Primary Function: Assist in WPDES permit issuance by providing water quality based effluent limit recommendations for all municipal and industrial dischargers to surface waters. Bi-monthly team meetings are held to identify issues and assure statewide consistency in implementation of water quality standards.

Membership: Wastewater Management and Staff.

Cross-Functional Areas: Provide water quality based effluent limit recommendations for all municipal and industrial dischargers to surface waters.

Strategic Initiatives: Finalize WQBEL template as defined in the Lean Six Sigma review.

WATER ASSESSMENT RESTORATION AND PROTECTION TEAM (WARP)

Primary Function: The WARP Team was created to facilitate improved internal communication, timely guidance development, and better coordination of integrated, multi-program watershed projects to efficiently and effectively assess, restore, and protect Wisconsin's waters.

Membership: The WARP Advisory Team, created in 2011.

Cross-Functional Issue: WARP was created to better coordinate integrated, multi-program watershed projects to efficiently and effectively assess, restore, and protect Wisconsin's waters.

Strategic Initiatives WARP is designed as a key inter-program coordinating activities and will continue to operate to implement key recommendations from its TMDL 1) Facilitate the development guidance for the various components of TMDLs; 2) Collaborate with monitoring teams and management to recommend data needs to address water quality assessments & TMDLs; 3) Assist with resource need identification and prioritization related to TMDLs across the state.; 4) Create and maintain lines of communication across programs via staff and PMTs; 5) Internal TMDL education and outreach focused on providing an understanding of staff roles within integrated watershed projects, providing an

overview of the types of watershed projects that are occurring through the state, and providing an outline of what the WARP Advisory Team is doing to assist watershed projects.

WATERSHED PLANNING TEAM

Primary Function: Coordinate Water Quality Management Planning statewide for the Clean Water Act 106, 205j, and NR121 legal mandates. Strategically target the state's highest priority areas for resource management work; provide a functional framework for overall condition assessments reported through Integrated Planning.

Membership: Statewide Water Quality Management Plan Coordinator, Water Evaluation Section and Monitoring Section Staff, Watershed Bureau staff and Water Quality Biologists.

Cross Functional Issues: Identification of one or more HUC 10 watershed(s) annually, with specific emphasis on active TMDL waters, 303(d) listed waters, or waters funded under Tier II special study work during the previous field season (i.e., the data is available). Staff updates information in WATERS following the planning checklist.

Strategic Initiatives: Goal of integrating watershed planning with 319 funding requirements will be pursued to the maximum extent possible. Fulfillment of "basin planning" requirements articulated in our CWA 205(j) funding. 1) Complete data entry for 2011, 2012, 2013 plans by Fall, 2013; 2) Update 2009 Watershed Planning Guidance for FY14 by September 2013 3) Significantly map out interconnections between monitoring, assessments, planning and implementation in concert with the appropriate teams and the WARP Team. 4) Identify Watersheds for updates based on monitoring selections, impaired waters work, TMDL plans, and other variables. 5) Create assessment packages for FY14 plans and prepare for biologists by September 2013. 6) Create draft plans by December 2013 7) Biologists review/update by February 2014 7) Public Comment/USEPA Submittals by April 2014 in connection with the Integrated Reporting process timeline.



WETLANDS MONITORING TECHNICAL TEAM

Primary Function Provide guidance and centralized communication forum for technical elements of wetland monitoring and assessment, including specialized guidance for restoration work.

Membership Statewide team of wetlands experts with representation from central office and regional offices and includes researchers from Science Services.

Cross-Functional Issue Areas Design recommendations for wetlands baseline monitoring strategy; competitive projects and grants guidelines; and insight into wetlands research, sampling protocols and data representativeness.

Strategic Initiatives Developing rapid assessment protocols for wetland function, training field biologists in wetland evaluation techniques, incorporating wetland monitoring into the Water Resources Monitoring Strategy.

WISCONSIN RIVER TMDL PROJECT TEAM

Primary Function Provide guidance and oversight for the development of the Wisconsin River TMDL.

Membership Statewide team of experts with representation from central office and regional offices and includes researchers from Science Services, other agencies, and the public.

Cross-Functional Issue Areas 1) Coordinate field collection of data to support modeling requirements; 2) Coordinate outreach with internal and external stakeholders; 3) Prepare and manage budget and workplans for TMDL development.

Strategic Initiatives Complete field data collection to support modeling requirements; Create Model for Wisconsin River TMDL; Create products for internal and external stakeholders; Create and manage budgets; Create TMDL

ASSET ANALYSIS

BUREAU BUDGET

The biennial budget for the Water Quality Bureau is outlined in the allocations table found in Appendix A. Future work on breaking out annual or biennial budgets by work areas and/or sections will be pursued in the future, with a possible linkage to measureable products and milestones.

PERFORMANCE ASPECTS IN DNR BUDGETS

We annually deploy 180 positions to manage the water quality of Wisconsin's 15,000 lakes, 84,500 miles of streams and rivers, 2 Great Lakes, and a portion of the Mississippi River. These funds are expended in both the Water Quality and Watershed Programs, which are closely aligned in the central office and in particular the district offices.

Federal and state funding is anticipated to shift in the next four years, affecting the state's deployed services through (increase/decreases) in biologists, monitoring opportunities, field reconnaissance, and related activities. Upfront planning to meet these anticipated fiscal changes is occurring in FY13.

Maintaining the state's quality waters and improving those that are deemed impaired is a challenging endeavor but one that is critical for maintaining the state's premier role in recruiting clean technology businesses, top tier professionals and their families, and recreational enthusiasts from throughout the Midwest. For example, Wisconsin's quality waters support the state's high quality fisheries; Wisconsin anglers catch nearly 70 million fish each year, taking home about 20 million (1997 Fisheries Management Strategic Plan). The role of high quality resources in maintaining the state's multi-million dollar tourism industry cannot be overstated.

State agencies need to report on the performance measures identified for previous biennial budgets. These measures should relate to agencies' broad Chapter 20 budget programs. If needed to capture

significant shifts in agency function, additional measures could be added; however, only a few measures are generally presented so there is a clear focus on results.

For the 2013-15 budgets, agencies will need to report actual outcome measures through fiscal year 2010-11 and fiscal year 2011-12. Planned outcome measures will be listed for fiscal year 2012-13, fiscal year 2013-14 and fiscal year 2014-15. Agencies should track and maintain data going forward to present actual performance data for a fiscal year compared to planned performance.

Watershed and Water Quality Allotments

SWOT (STRENGTHS, WEAKNESSES, OPPORTUNITIES AND THREATS ANALYSIS)

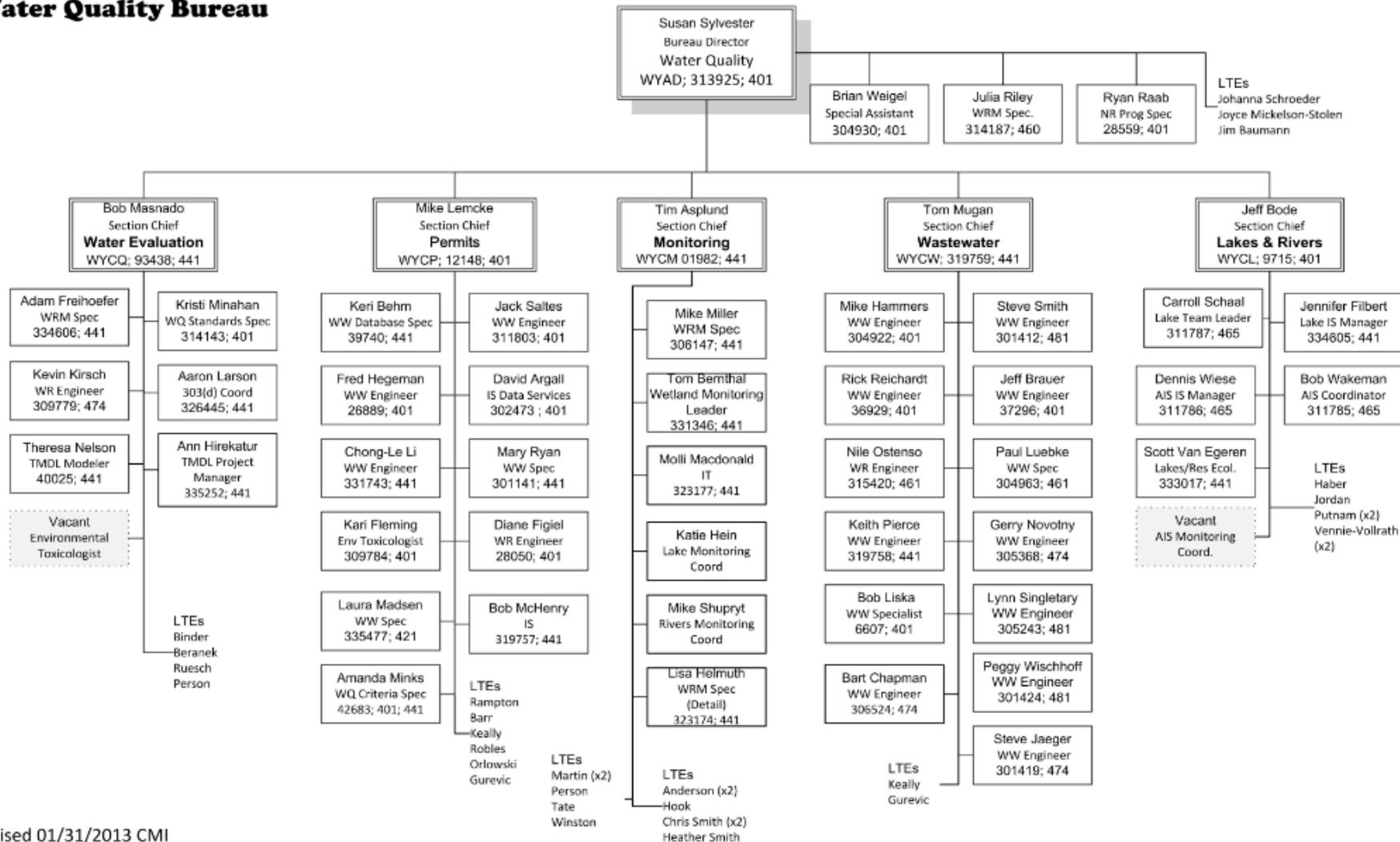
The following summarizes the Bureau's strengths, weaknesses, opportunities and threats. Themes identified in this matrix should form the foundation for future research and actions to improve organizational management of bureau issues.

Strengths:	Opportunities:
<ul style="list-style-type: none"> • Experienced managers and staff in key areas of monitoring, evaluation, and permitting. • Seasoned management teams which effectively participate on Water Quality Board (WQ Board) and Policy and Management (PMT) structure with years of experience operating effectively within the Water Division. • Employees and managers are motivated to achieve meaningful environmental management. • Program maintains advanced integrated information systems to store and retrieve programmatic data necessary to perform core bureau functions. • Infrastructure is in place for communicating information to the public and partners. • New hires provide fresh perspective and recently trained staff with more contemporary skill sets and perspectives on new tools. • Bureau mission (standards, monitoring, assessments, and discharge regulation) forms the basis for implementation work in partner bureaus of fisheries, watershed, and water use (groundwater). 	<ul style="list-style-type: none"> • Programs are mature yet evolving. Scientific and political/social basis for change provides impetus to enhance effectiveness and secure broader customer base <i>through process improvements and fresh approaches to long-term issues.</i> • Technological upgrades help reach customers and enhance streamlining processes, which reduces staff work and improves public perception of DNR effectiveness. • New organizational structure places emphasis on core water quality areas which will help ensure more thorough analysis, focus, and successful integration of monitoring, standards/evaluation, permit issuance. • Role as enterprise agency opens possibilities to reduce bureaucratic processes and more effectively design and implement resource management work with appropriately trained and staffed work teams. • Previous alignment with Watershed Bureau provides experienced staff and knowledge of program issues, which is critical for coordinated success. • Goals for the bureau have been established and there is a functional database to hold this work; establishing accountability related to reaching these goals is a fundamental opportunity for success.

Threats:	Weaknesses:
<ul style="list-style-type: none"> • Enterprise agency protocols may be unknown or poorly understood. • Reduced funding and over-allocation of existing funds threaten LTE pool and related program resources which form a large portion of central office and regional work teams. • Long-established processes and protocols may make efforts for change difficult implemented, rendering the need for reassessment and reevaluation of recurring problems and slow movement toward problem resolution. • Economic slowdown reduces funding which in turn affects positions and resources per staff position. • Federal and state political and economic uncertainties reduce the stability of decision-making and may precipitate decision making to benefit short-term situations rather than long-term strategic objectives. • Confusion over roles and responsibilities among regional and central office staff with shared responsibilities is a source of frustration and reduced morale. • Perceived lack of meaningful participation in adhoc or strategic teams due to a history of repeated starts and stops to improve achievement of core program objectives may lead to reluctance and skepticism on the part of experienced program staff and management. • Significant backlogs exist for the permit program due to complex, difficult issues surround phosphorus limits and thermal standards. These issues present high profile threats to the success of the water quality program. 	<ul style="list-style-type: none"> • Long-term staff and management history with programs may hinder innovation in process changes and streamlining work. • Limited access by staff to WQ Board and PMT documents and decisions, which may reduce the effectiveness of key messages and communication with staff statewide; conversely, information overload reduces the value of key messages. • Training and strategic program input on future policies, program direction, and information systems is weak. • Alignment of management vision, staff work teams and key electronic tools may not be fully coordinated. Ongoing, integrated communication to enhance coordination with information delivery tools is needed to ensure successful products and resource management. • Retrieval for analysis and management are difficult and need improvement. Users may not have time to learn how to access data • Redundant efforts across Divisions • Lack of documentation for major databases is a deficit that should be remediated through standards time and staff commitments. • Currently financial and related accounting practices rely on outdated data infrastructure and cryptic processes that could lead to program managers' difficulty in clearly identifying accountability for program fund expenditures and grant fulfillment. Significant review of process improvement work in the area of financial accounting and interprogram communication between finance and water quality may be warranted.

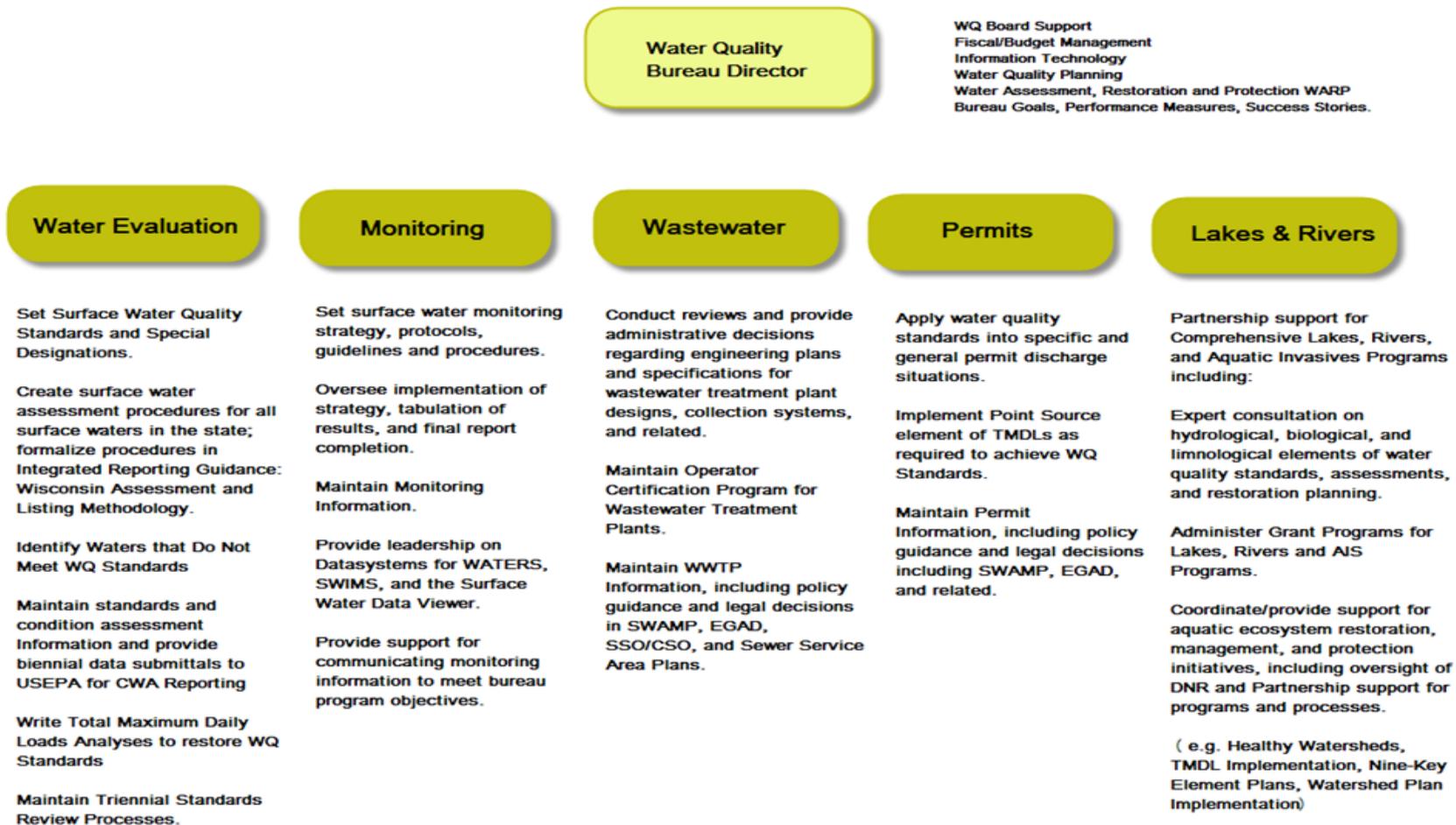
BUREAU ORGANIZATIONAL CHART

Water Quality Bureau



Revised 01/31/2013 CMI

BUREAU FUNCTIONAL CHART



FOCUS AREAS, STRATEGIC INITIATIVES, GOALS

BUREAU FOCUS AREAS, 2012-2016

Customer Service: Provide excellent customer service including timely responses to questions and permit requests, support through permitting process, and tracking of communications to ensure closure on questions, issues and complaints.

Partnerships: Strengthen partnerships for key work areas including lakes, rivers, wetlands, monitoring, and TMDL implementation using a combination of outreach, technical assistance and incentives to statewide and community-based entities to respond to pollution, habitat loss and AIS threats and related; report success and new initiatives on six projects each year. The program develops a partner/stakeholder group that they meet with quarterly to communicate and discuss ongoing issues.

Staffing: Evaluate opportunities to move away from dependence on LTEs by expanding and diversifying bureau funding, seeking new position numbers, and creating a technician classification to provide stable, long-term, para-professional staffing support for Water Resource Biologists, in a manner similar to the other resource management programs including Forestry, Fisheries, and Wildlife.

Workload: Develop and implement a system to frequently track and manage workload statewide to achieve this vision.

Monitoring: Create and Implement a robust monitoring strategy including funding sources and linkages to available resources and workplans. Strengthen CWA monitoring, assessment and reporting to achieve an improved EPA state rating by 2018.

Targeting Restorable Waters: Focus limited resources that have been identified for watershed protection and restoration by investing in implementation of TMDL-based pollutant load reductions for 2 "restorable" sub-watersheds in each of 3 of Wisconsin's major river basins (e.g., Lower Fox River, Rock River, and St. Croix River).

Aquatic Invasive Species Management: Using a statistically valid assessment of AIS spread in the state's lakes, we slow the spread of AIS in WI lakes as demonstrated by 2015 and respond to new introductions using an adopted rapid response framework for WI by 2015.

WPDES Permit Backlog: Reduce WPDES permit backlog by 2015 using new lean government principles and capitalizing on the expertise of seasoned veterans.

Timely Permits: Protect public health and the environment while providing economic growth by efficiently administering the Wisconsin Pollution Discharge Elimination System water permit program. Maintain the Wisconsin Pollution Discharge Elimination System water permit backlog at less than ten percent, which will require that position vacancies are filled in a timely manner so we have sufficient staff to do the work.

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

Nutrient Reduction: Derive a statewide and comprehensive nutrient reduction strategy. A successful strategy will fold in existing nutrient reduction programs, standards, and lead to improved standards

development. Monitoring and assessment methods will be meshed. Emphasize resources upon vulnerable and restorable waters, while exploring community-led watershed management.

Science-based Decisions: Maintain capacity for science-based decision making. Continue an effective partnership with Science Services Bureau for consultation and research on highest priorities. Tackle emerging issues before they become problems. Enhance IT systems proactively for data storing, analyzing, and summary reporting.

STRATEGIC INITIATIVES

Short-term Work Teams will be created to address new challenges to supervisors in managing staff spread around the state. The WMT will work closely to evaluate supervisory challenges and solutions.

I. Water Quality Program Integration: Integration WT, DG, and/or FM on large-scale resources and cross program efforts

Lead: Susan Sylvester

Team: Water Quality Board

Charge: Identify cross program issues, policy questions, research priorities, and ongoing work functions that overlap or which require enhanced collaboration for successful natural resource management. Identify short or long-term function/bureau liaisons, programmatic, or operational changes to enhance collaboration based on focused analysis. Large scale issues include Great Lakes and Mississippi River restoration and protection efforts.

II. Monitoring: Ensure success of Monitoring Section, including meet EPA & Department needs

Lead: Tim Asplund

Team: Monitoring Success Team

Charge: Identify small group to analyze EPA requirements and bureau needs (or evaluate materials previously submitted and update strategic monitoring plan. Identify recommendations including organizational, budgetary, and tactical changes required for full federal and state regulatory compliance.

III. WARP Effectiveness: Effectively deploy WARP for integrated projects

Lead: Andy Morton
Team

Team: Water Assessment, Restoration, and Protection

Charge: Analyze progress against TMDL inter-program needs, including creation and staff level communication strategy work on TMDL Implementation and related (earning 319 Grant, for example).

IV Lakes, Rivers and AIS Section Transition

Lead: Carroll Schaal

Team: Lakes, Rivers and AIS Section

Charge: Build a river component into the Lakes and Rivers section. Develop a more robust river management focus that would incorporate river grants, strategic planning, and initiating partnerships with river management organizations, similar to the lakes program.

V Permits Initiative: Significantly Reduce Permit backlog

Lead: Mike Lemcke

Team: Permit Backlog Analysis Team

Charge: Quantify and analyze the WPDES permit backlog situation to create detailed roadmap to achieve significant reduction of permit backlog, including temporal milestones, organizational, functional, budgetary and staffing changes as needed.

VI Employee Enrichment: Evaluate new staff training, mentoring, safety and morale

Lead: Julia Riley

Team: Coordination with PMTs, Section Chiefs, Director.

Charge: Provide new employee training to central office staff on the Water Division & Bureau functions, intranet training and introduction to Basic Personal Safety. Coordinate mentoring programs and develop materials as needed. Coordinate new staff training with PMTs. Assist in the development of Safety Standard Operating Procedures for program staff. Coordinate training for staff as identified by management.

VII Nutrient Reduction Strategy

Lead: Brian Weigel

Team: Brian Weigel, Jim Baumann, Susan Sylvester, Russ Rasmussen plus support by WQ Board, PMTs, and bureau section chiefs, and bureau director.

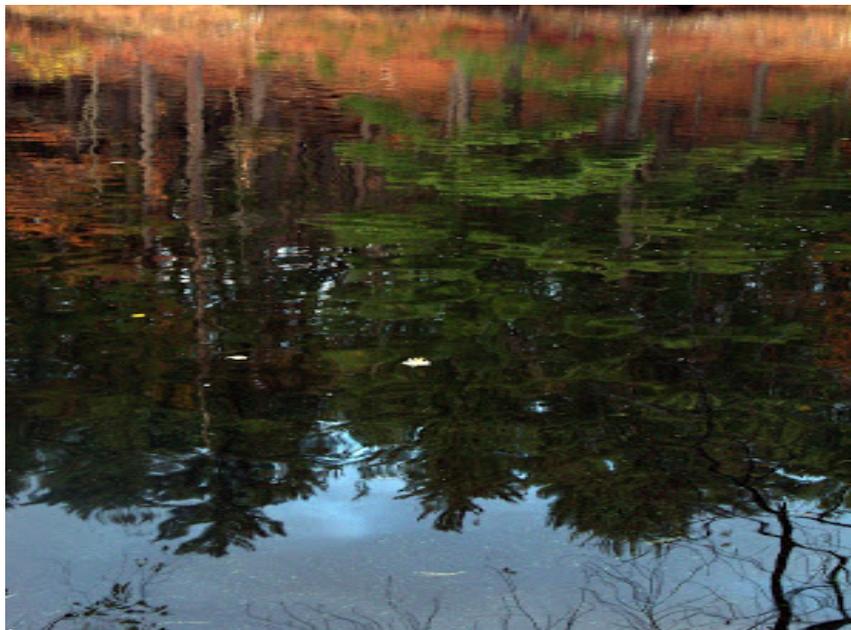
Charge: Gauge the status of and design a reduction strategy for key nutrients (nitrogen and phosphorus) which reduce the quality of water in the state of Wisconsin. Use a variety of programs and tools in concert to reduce the inputs of nutrients as part of this statewide effort which is linked to the Gulf of Hypoxia Initiative.

VIII Reporting and Goals Accountability: reporting, tracking and analysis

Lead: Lisa Helmuth

Team: WQ Board, WMT

Charge: Identify goals and performance measures for the FFY 2013-2015 Environmental Partnership Performance Agreement (EnPPA), report progress, and help align resources, highlight success stories.



River Reflections, Wisconsin River at Upham Woods, L. Helmuth

STRATEGIC INITIATIVES - MILESTONES

Strategic Teams	2012-14	2014-15 OBJECTIVES	2015-16 OBJECTIVES
<p>I Program Integration</p> <p>Lead: Sylvester, Weigel</p> <p>Integration: Ensure integration with WT, DG, or FM on cross program efforts</p>	<p>Assemble work team (WQ Board)</p> <p>ID existing programmatic and functional / operational overlap.</p> <p>ID recommendations to streamline and enhance communication and productivity with better integration</p>	<p>Work with programs and bureaus to identify liaisons for cross bureau integration efforts.</p>	<p>Water Quality Program is fully integrated with key programs at critical points:</p> <ul style="list-style-type: none"> • Groundwater/surface water quantity, quality • TMDLs & Healthy Waters Initiatives • Surface Water Assessment & Monitoring • Permit screening & resource management decisions • Information Management and Data sharing
<p>II Monitoring:</p> <p>Lead: Tim Asplund</p> <p>Ensure success of Monitoring Section, including meet EPA & Department needs</p>	<p>Assemble section</p> <p>Conduct Bioassessment Critical Element Review with Water Evaluation Section</p> <p>Reshape Monitoring Work Group into a Monitoring Success Team to review, identify federal state gaps in existing program, create strategy for personnel and develop implementation plan</p>	<p>Section and strategic direction underway.</p> <p>Begin updating the statewide monitoring strategic plan.</p>	<ul style="list-style-type: none"> • Properly characterized state of Wisconsin’s waters based on the best available science. • Program successfully supports creation of TMDLs that meeting USEPA expectations, thereby reducing pressure on federal grants and moving restoration work forward. • Monitoring protocols, equipment, project purposes, and other details are thoroughly documented so that future staff can benefit from current work.

<p>III Water Assessment, Restoration, and Protection (WARP) Initiative.</p> <p>Lead: Andy Morton</p>	<p>Continue this staff level effort to coordinate projects and programs relating to TMDL implementation at the state and regional level.</p> <p>Coordinate guidance documents and communication strategies to facilitate successful work on restoration work statewide.</p>	<p>Develop highest priorities including TMDL Implementation Strategy and Nine Key Element Planning effort.</p>	<ul style="list-style-type: none"> • TMDL Project management process is outlined and used consistency. • Implementation options are documented and communicated to the public, partners and staff. • Weave elements of high priority pollutant reduction strategies into TMDL Implementation work including adaptive management, permits for impaired waters.
<p>IV Lakes, Rivers and AIS Section Transition</p>			
<p>V Reporting and Goals Accountability: reporting, tracking and analysis</p> <p>Lead: Julia Riley</p>	<p>With direction from the WMT and WQ Board, identify goals and performance measures for the FFY 2013-2015 Environmental Partnership Performance Agreement (EnPPA).</p> <p>Identify progress on each performance measure through annual self-assessment process.</p>	<p>FY 2013-2015 EnPPA approved by EPA by January 1, 2014.</p>	<p>EPA and Water Quality Program goals are aligned with program work and staff resources.</p> <p>Progress on performance measures are tracked and summarized in WATERS by staff. The Self-Assessment Report to EPA summarizes goals accountability. Significant successes are highlighted through success stories.</p>
<p>VI Permits Initiatives: permit backlog, permit streamlining</p> <p>Lead: Mike Lemcke, Lloyd Eagan</p>	<p>With direction from the WMT and WQ Board, to implement recommendations from the program evaluation conducted 8/2012.</p> <p>Initiate Lean Sigma 6 analysis to match program staff with workload need effectively & efficiently.</p>	<p>See Lean Government Evaluation</p> <p>Continue to evaluate IT tools for sufficiency and optimization with regard to program and reporting demands.</p>	<p>See Lean Government Evaluation</p>

VII Employee focus: morale, mentoring, productivity, safety and satisfaction Lead: Julia Riley	Develop and coordinate the “Program Buddy” Mentoring Program for new employees.	Program begins by January 1, 2013. Offered on an “as needed” basis.	New employees are provided a mentor in their program area to help ensure professional success and learn organizational structure and expectations.
	Provide new employee training to Central Office staff.	All exiting staff completes the new Basic Personal Safety training by November 1, 2012. New employees complete within 30 days of hire.	New employees are provided an overview of the structure of the Water Division and Water Quality program.
	Develop safety standard operating procedures to ensure employee safety.		Work with Wastewater and Water Resources PMTs to finalize Standard Operating Procedures for field work activities by January 1, 2014.
VIII Nutrient Reduction Strategy Lead: Brian Weigel	Gage the status of and design a reduction strategy for key nutrients (nitrogen and phosphorus) which reduce the quality of water in the state of Wisconsin.	Support input meetings to receive input and ideas on nutrient strategy prior to creation of overall document.	Identify programs and tools to reduce the inputs of nutrients as part of this statewide effort which is linked to the Gulf of Hypoxia Initiative. Create strategy that fully articulates requisite elements needed to stem water quality problems from phosphorus and nitrogen.
IX Reporting and Goals Accountability Lead: Lisa Helmuth	Coordinate Division/Bureau/Section and PMT goals including ENPAA	Set up tracking system for goals objectives, etc. and response and metrics analysis	Pilot of systems approach with water division for tracking and reporting visually, etc.

WATER DIVISION QUALITY IMPROVEMENT OPERATIONAL GOALS

The Water Division supports the dedicated public service provided by staff in managing Wisconsin’s waters for its citizens. While we maintain our four basic Division goals, which address what we focus on, these quality improvement operational goals focus on HOW we accomplish our work. These quality improvement operational goals affirm the critical importance of public service in carrying out our mission. Our vision is to provide excellent public service, and we recognize that this is achieved through a combination of individual staff actions, as well as appropriate management systems, staffing levels, and tools. Not all of these goals may be achievable at all times, as we deal with many complex and controversial issues, but they establish the direction. Programs will need to set priorities, identify needs and gaps, and continue to seek creative approaches. The following are six operational areas of focus.

Water Division Vision - Water Quality Bureau Response

Division Goals and Measures	Implementation & Comments	Bureau Measurable
Customer Service	The Water Division provides excellent customer service to both internal and external customers.	
Goal A: Maintain responsive communication with the public, responding to e-mails, applications and phone messages in a timely manner.	<p>The Water Quality Bureau Managers will follow the guidelines, and ensure that their staff does the same by conducting periodic checks and follow-ups.</p> <p>Staff will need to be formally reminded of these requirements, as well as monitored. The subject should be discussed and reviewed at each Performance Review.</p>	<ul style="list-style-type: none"> • Two business days for e-mails, • voicemail messages up to date, • returning phone calls within 24-hours, • receipt of applications within 5 days
Goal B –Customers know the status of their permits or other inquiries and expected review timelines.	<p>Applicants and the public can easily track the status of permits online.</p> <p>Applications for permits and approvals are</p>	<p>At the time of public notice, the WW permit is put on the DNR web site. Otherwise, tracking the status of their permit on-line is not currently feasible. This requires programmers are provided funding and time to set this up.</p> <p>For e-applications, permit applicants can look on-line to see</p>

	<p>acknowledged within 5 days of receipt.</p> <p>We currently do not have an automated system for sending a notice of receipt within 5 days of accepting a permit application. However, Wastewater programmers currently have an item on the 'SWAMP To Do List' for: "Send an automatic email message to the facility when the e-application status is changed to 'Received.'" If this can be accomplished automatically through SWAMP, it would be worth doing. According to the 9/2012 Wastewater Application Completeness Guidance (# 3800-2012-01), permit drafters are now required to take the time to document in SWAMP if and when the permit application is complete within 15 working days. If it is not complete, they will indicate that more information is needed, which, of course necessitates contacting the applicant.</p> <p>Applicants clearly understand how long each phase of the permit process will last barring any unforeseen and uncontrollable circumstances.</p>	<p>the status of their permit application (e.g. "New" or "Accepted") for individual permits. Applications for permits and approvals are accompanied by a receipt within 5 days – 14 working days for Wastewater permits</p> <p>Permittees receive a letter informing them that they must submit an application for permit reissuance at least 180 days prior to permit expiration of their individual permit. (It is understood that the Department will strive to reissue their permit before it expires.)</p> <p>The Wastewater program has a long-standing, well-established schedule whereby applicants receive their application 1 year prior to their permit expiring, and must submit it to DNR 6 months prior to their permit expiration date, and then DNR (if we don't have a backlog and there are no complicating circumstances) attempts to issue the permit by the expiration date. Applicants understand this. It should be noted that Wastewater applicants (unlike for example Water Regulation or Stormwater applicants) are typically recurring, long-standing customers; few are new WW permittees. If they are new, the process is explained to them.</p> <p>NOTE: Each program establishes and communicates goals for expected turnaround times for their core business regulations. For example: 90% of Individual Permits will be issued in 60 days or less) Implementation.</p>
<p>Goal C – The Water Division achieves a reputation for helping customers understand the permitting processes.</p>	<ol style="list-style-type: none"> 1. Clearly explain the permit process to the applicant and their professional advisors. 2. Advise applicants on modifications to applications/proposals that may ensure consistency with state statute and administrative code. 	<ol style="list-style-type: none"> 1. Clearly explain the permit process to the applicant and their professional advisors. <p>This is typically done, jointly by the permit drafters and compliance staff. It is possible that we could be more proactive with this objective; i.e., not wait for them to ask clarifying questions. But this is a time issue.</p> <ol style="list-style-type: none"> 2. Advise applicants on modifications to applications/

	<p>3. Clearly articulate the state statute and administrative code and how they relate to the applicant's project.</p> <p>4. Understand their role as part of the executive branch (i.e., the implementation of statutory intent).</p> <p>5. Understand the applicant's point of view and the intent of their project.</p> <p>6. Be respectful and fair.</p> <p>7. Staff work with applicants and strive for approvable projects in the context of the applicable legal standards.</p>	<p>proposals that may ensure consistency with state statute and administrative code. This does not imply that staff provides project design services often provided by consultants.</p> <p>Currently being done.</p> <p>3. Clearly articulate the state statute and administrative code and how it relates to the applicants project.</p> <p>I believe this is generally done within the long permit process, in conversations between the applicants/ permittees/ consultants, and DNR staff (limits calculator and/or permit drafter and compliance staff). Management could try to ensure that this is done proactively and across the board through consistent staff training sessions.</p> <p>4. Understand their role as part of the executive branch (i.e., the implementation of statutory standards.)</p> <p>Perhaps staff should receive specific training so they are sure to understand this concept and its implications.</p> <p>5. Understand the applicant's point of view and the intent of their project.</p> <p>Managers should provide on-going training to both new and old staff emphasizing this goal, as well as developing and implementing a monitoring strategy to ensure that staffs are complying. This could be done through statewide meetings, including "sensitivity sessions."</p> <p>6. Be respectful and fair. Same comment as #5. And as always, managers should lead by example!</p> <p>7. Staff work with applicants and strive for approvable projects in the context of the applicable legal standards.</p>
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<p>Goal D - Good science, common sense and fairness is the norm in the administration of the law.</p>	<p>Water Division management and staff will accomplish this by:</p> <ol style="list-style-type: none"> 1. Using sound scientific principals 2. Knowing how a “standard” relates to science 3. Understanding overarching program goals. 4. Applying the “reasonable” test for complex decisions. (The legal profession defines a reasonable <i>person</i>” as someone who is ordinary and prudent). 5. Promptly conveying decisions 	<ol style="list-style-type: none"> 1. Using sound scientific principals The development and ultimate passage of new rules is a grueling, time-consuming process, which involves ensuring that the rule is grounded in sound science. These rules must be grounded not only in sound scientific principles, but those principals must be defensible and explainable to the public. Information and data collection which supports new rules and guidance is carefully gathered and analyzed through subject-specific committees; sometimes (as in the case of complex rules like Phosphorus) by numerous committees, over many years. Sometimes Science Services researchers are utilized to ensure that rules and guidance is supported by sound science. 2. Knowing how a “standard” relates to science Education should be given to both new and old staff to ensure that they understand this, and can effectively explain/defend it to applicants and the public. 3. Understanding overarching program goals. Same as above. Central office experts and the PMT should periodically review “overarching program goals,” and clearly relay this information to staff. 4. Applying the “reasonable man” test for complex decisions. (The legal profession defines a reasonable man as someone who is ordinary and prudent). Complex decisions should be shared with other staff to solicit their input, and to ensure consistency. The “reasonable man” test should be “tested” by having more than one staff person apply it to complex decisions, independently, to see if they come up with the same conclusion/ decision. 5. Promptly conveying decisions Management should ensure that established deadlines are met as much as possible, and
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	<p>6. Explain in plain language the rationale for any decision.</p>	<p>staffs should be told that they will be held accountable for these deadlines. As the Wastewater program becomes more fully staffed, hopefully our decisions, for example on GPs, land spreading site approvals, and individual permit issuance, will become even timelier.</p> <p>6. Clearly articulating rationale for denials or conditional approvals in context of the state statute and administrative code. Ensure that this objective is met across the board may require attention to ongoing staff training sessions, and monitoring by management to ensure that this is being done. Real world, test case examples could be discussed at regional and statewide training sessions, as well as Live Meetings.</p>
<p>Goal E – Customer feedback is solicited, analyzed, and addressed.</p>	<ol style="list-style-type: none"> 1. Management maintains a log of all feedback – positive and negative – and documents a specific response for each occurrence. 2. Negative feedback is investigated by an individual not affiliated with the application process. 3. Program managers are actively engaged in providing feedback to program staff and seeking solutions when problems are identified. 4. Division programs utilize a common feedback tool (i.e., Customer Satisfaction Survey) and encourage its use by all internal and external customers. 	<p>NOTE: This goal is being developed by the team working on the customer feedback Survey Monkey, etc.</p>

Division Goals and Measures		WQ Bureau Implementation
Vision 1 –The Water Division strives to build partnerships.	The Water Division provides excellent customer service to both internal and external customers.	
Goal A – Each program develops a partner/ stakeholder group that they meet with systematically (at least once per year) to communicate and discuss ongoing issues.	Meet with DG and R&R program. Summary of efforts from these programs presented at future WQ Board Meeting including how these programs already in place can be used for WQ Bureau Programs.	<ul style="list-style-type: none"> • Document communication decisions and action items.
	Compile comprehensive list of all statewide partnerships and stakeholder groups that already exist. Collect additional data: list of regular meetings, calls or other forms of communication with each group, what Department staff participates in these formal communications, if there is a single point person responsible for maintaining the relationship. (identify lead and deadline)	<ul style="list-style-type: none"> • compile list of statewide partnerships and stakeholder groups • Identify list of regular meetings, calls, and communications with groups. • Identify a single point person for maintaining communications.
	Create list of programs in which the WQ Bureau needs to have partnerships or stakeholder groups. (identify lead and deadline for Bureau-wide review)	<ul style="list-style-type: none"> • Create list of programs that need a stakeholder group by ____ date.
	Identify gaps within the existing partnerships and stakeholder groups. (identify lead)	<ul style="list-style-type: none"> • Identify lead and gaps with existing partnerships.
	Seek input from other Bureaus/Divisions that may have existing partnerships that have similar membership, focus on similar issues and/or have charges that overlap with issues in the WQ Bureau with communication at the WMT.	

	Assess how existing partnerships and stakeholder groups communicate. Determine which of these groups the WQ Bureau needs to meet with systematically and for which program topics. (WQ Board review and approval) (identify lead staff) Include findings in the WQ Bureau Strategic Plan.	
Goal B – Water Division management place a priority on maintaining and supporting partnerships in the field.	Create and maintain a list of local or regional partnerships or stakeholder groups and the representative programs. Identify need and method for maintenance of the list	<ul style="list-style-type: none"> • Refer to items in Goal A above.
	Identify a single point of contact for each group. Identify additional staff support needed for these groups. Provide training and support to key staff for facilitation of stakeholder groups and support of partnerships. Seek assistance in meetings with these groups from partners in State service that specialize in facilitation, gathering of input and fostering relationships.	<ul style="list-style-type: none"> • Refer to items in Goal A above.
	Have performance measures that clearly communicate desired outcomes with these groups.	
	During the work planning process have specific communication with each PMT to identify how to meet the performance measure including specific performance objectives for staff needed to meet the performance measures. This effort should be a collaborative approach at the PMT level to ensure coordination and communication between CO and District staff.	
	Encourage staff to create and support local partnerships by including time and budget (mileage) in each person’s work plan to support these efforts. Both District and CO supervisors meet regularly with staff to ensure that partnerships that staff is supporting meet statewide needs and implement Division and Bureau goals. PMTs to annually	<ul style="list-style-type: none"> • including time and budget (mileage) in each person’s work plan to support these efforts • PMTs to annually review local/district partnerships to assess gaps within efforts and streamlining that may be possible

	review local/district partnerships to assess gaps within efforts and streamlining that may be possible.	
	PMT identify resource needs (staff, financial, time). Continuously seek opportunities for filling these needs. Ensure that key staff has specific performance objectives annually to ensure statewide needs are met.	<ul style="list-style-type: none"> • PMT identify resource needs (staff, financial, time).
Goal C – Cross program coordination is encouraged. (Suggested language change: Water Division seeks to improve cross program coordination)	Communication of partnerships and stakeholder groups with other Department programs in Bureau plans.	<ul style="list-style-type: none"> • Encourage cross-program communication at every management level. Have cross-program coordination as a standing item on every PMT agenda. • Annually WQ Board and WMT evaluate findings/ efforts of the PMT.
	Seek opportunities to provide cross-program training. Encourage staff to develop relationships with staff in other programs. Identify strong cross program coordination needs for each program. Seek opportunities to complete field work together when appropriate, attend staff meetings to provide updates or training to other staff, use staff with strong partnership skills in areas outside their regular work program.	<ul style="list-style-type: none"> • Identify strong cross program coordination needs for each program. • Seek opportunities to complete field work together when appropriate

Division Goals and Measures		WQ Bureau Implementation
Vision 2 – The Water Division strives to build partnerships.	The Water Division provides excellent customer service to both internal and external customers.	
Goal A – Annual audits are routinely and systematically conducted by the Regional Water Leaders to determine consistency and areas for improvement.	Audit feedback is reported to affected program management teams annually at a minimum.	<ul style="list-style-type: none"> • Audit feedback is reported to affected program management teams annually at a minimum.
	Management teams prioritize areas needing improvement on an annual basis and develop action plans to implement program modifications.	<ul style="list-style-type: none"> • Prioritize areas needing improvement on an annual basis and develop action plans to implement program modifications.
Goal B – All programs develop and implement one consistent statewide process and standard operating procedure for each of their core business functions. Staff and Managers are held accountable to consistent implementation of the process and standard operating procedures.	The Wastewater Performance Management Team has developed a final performance measure document for SFY 2014-2015. From this document, both supervisory and staff high priority work objectives are developed which are included on performance reviews using standard evaluation guidelines applicable statewide.	
	Extensive Program Guidance is developed for implementation of major program initiatives. Examples include an Adaptive Management Handbook and Water Quality Trading in WPDES permits Handbook. These program guidance documents are developed using both internal and external partners and undergo a thorough internal review before approval at the Bureau and Water Division level as well as external review process with draft documents now being posted for public comment before adoption.	

	<p>Through annual performance reviews and other means, supervisors ensure staff are managing programs consistently and making consistent decisions for similar fact-sets. Examples include:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Issuance of WPDES permits for municipal and industrial facilities, including evaluation and issuance of variance requests; <input type="checkbox"/> Statewide Tier 1 monitoring program following standardized collection procedures; <input type="checkbox"/> Grant Review process; <input type="checkbox"/> Safety 	
Division Goals and Measures		WQ Bureau Implementation
Vision 4 - Workload Management:	The Water Division strives to maintain a manageable workload that is distributed equally, maximizes efficiency, reduces redundancy, and realistically reflects available resources.	
<p>Goal A – All Management Teams are responsible for developing and implementing a system to frequently track and manage workload statewide to achieve this vision.</p>	<p>The Wastewater program has a system that allows filling of vacant positions based on equitable distribution of workload. District staffing is related to number of permits, licenses, facilities, etc. to the maximum extend feasible. Evaluation of central office versus districts is in relation to 2008 staffing levels. The process should be updated to a more recent baseline than 2008.</p>	<ul style="list-style-type: none"> • The process should be updated to a more recent baseline than 2008.
	<p>Water Resources is developing a process allow filling vacant positions based on equitable distribution of workload. There is commitment to conducting workload analysis among districts and sections within central office.</p>	<ul style="list-style-type: none"> • Conducting workload analysis among districts and sections within central office.

<p>Goal B – All Management Teams work to ensure priorities are clearly identified and supported with available resources.</p>	<p>A priority list for field wastewater staff has been developed. Staffing is still not equitably distributed so programs are not prioritized equally in all districts. This is a work in progress and should be addressed by a combination of position shifts when vacancies occur and shifting workload across work units.</p>	<ul style="list-style-type: none"> • Address staffing is still not equitably distributed so programs are not prioritized equally in all districts
	<p>The newly crafted Bureau Strategic Plan and Water Resources performance measures greatly facilitate prioritization of staff and fiscal resources.</p> <p>The current project based work planning effort is intended to bridge performance measures to individual performance objectives. The individual performance objectives are the focus of annual performance evaluations.</p> <p>The overall intent is to link the activities of individual staff and management to broader Bureau and Division goals. The implication is that if an activity cannot be linked well to broader management goals then it is not a priority activity.</p>	<ul style="list-style-type: none"> • Ensure that the strategic plan and performance measures are followed and tracked. • Facilitate project based work. • Link staff works to bureau and division goals. Identify activities that are priority versus “none” priority.
<p>Goal C – All Management Teams evaluate workload additions or revisions to ensure priorities are met.</p>	<p>When new assignments or expectations are requested, Management Teams will determine if resources are available to accommodate them and will identify any gaps or barriers preventing them from being achieved.</p>	<ul style="list-style-type: none"> • Management Teams will determine if resources are available to accommodate them and will identify any gaps or barriers preventing them from being achieved.
	<p>If Management Teams determine it necessary to modify existing priorities to accommodate new priorities, those decisions will be communicated clearly to management and staff, as well as externals affected by modifications.</p>	<ul style="list-style-type: none"> • Modify existing priorities to accommodate new priorities, those decisions will be communicated clearly to management and staff

	<p>Past evaluations in the Wastewater Program focused on reducing efforts to acknowledge staff reductions. Specifically identified for reduction were: inspection frequency, O&M, backlogging of groundwater permits, sewer extension reviews, pretreatment and general permits. Bringing these programs back to full function is complicated by statewide staffing still not yet equitably distributed and significant expansion of workload due to new administrative rules and variance procedures.</p> <p>Need to quantify these new workload areas and establish new priorities.</p> <p>In Water Resources, the process for accepting new responsibilities and allocating resources has been effective, but the corollary remains a struggle. Substantial challenges remain for removing activities from the priority list.</p>	<ul style="list-style-type: none"> • Need to quantify these new workload areas and establish new priorities • Substantial challenges remain for removing activities from the priority list.
<p>Goal D – All Management Teams avoid redundancy between programs and collaborate to share information between programs that maximizes overall program efficiency.</p>	<p>Data systems management is a key area of integration not only within the Bureau but with several facets of the Department, and with our external partners. We continue to invest resources into streamlining data flow from input to report generation. Tangible updates created Improved communication between SWIMS, SWDV, WATERS, Fish Database, SWAMP, and EPA.</p> <p>SWAMP and STORM computer systems are being further integrated. A Six Sigma process is underway on individual permit development. DNR and NRCS soils layers being integrated for one stop shopping for staff and customers. The movement of data between SWAMP and SWIMS is being explored to implement phosphorus rules</p>	<ul style="list-style-type: none"> • .A Six Sigma process is underway on individual permit development.

Division Goals and Measures		WQ Bureau Implementation
Vision 5 –Implementation of Laws	The Water Division strives to implement all applicable state and federal laws in an equitable and objective manner.	
Goal A – Transparency	The Division’s objectives in carrying out the laws are clear to all interests.	<ul style="list-style-type: none"> • Create measure to decipher clarity of understanding.
	All citizens and entities are allowed and encouraged to provide input to methods used to carry out laws and achieve objectives.	<ul style="list-style-type: none"> • Create measure to decipher participation.
Goal B – Level playing field	Wisconsin regulations are protective of our unique resources but are not overly burdensome when compared to neighboring states or all other states in the union.	<ul style="list-style-type: none"> • Create measure to decipher burdensome – conduct survey and tabulate results.
	Different types of entities are treated similarly under the law regardless of who they are and whether they are big or small, public or private, etc.	<ul style="list-style-type: none"> • Identify standardization measures, implement, and report.
	In tackling a particular problem, all interests share a common purpose and responsibility for solutions	<ul style="list-style-type: none"> • Identify standardization measures, implement, and report.
Goal C – Enforcement of regulations	Effective compliance monitoring systems, employing the best technology, are in place to identify non-compliance in a timely manner	<ul style="list-style-type: none"> • Identify needed updates to the compliance system, technology, and improved tools to alert noncompliance.
	Enforcement is swift. Remedies are measured and appropriate for the severity of the violation. Entities do not gain advantage by avoiding compliance.	<ul style="list-style-type: none"> • Create a measure for “swift” enforcement, appropriate remedies and track these in the database; report online.
	Complaints on violations are investigated and appropriately followed up on in a timely manner.	<ul style="list-style-type: none"> • Develop a tracking system (or use existing system) to track, investigate, and follow up; track time frames and make goals for improvements.

Goal D – Regulations are regularly updated	Rules are revised when needed to fix problems	<ul style="list-style-type: none"> Identify list of rules that need revision based on known/perceived issues, prioritize and create plan to remedy the issues.
	Regulations keep pace with changing technologies, the changing environment and the needs of business and society	<ul style="list-style-type: none"> Identify list of regulations that are based on antiquated technologies; identify updates that are needed; prioritize and create plan to remedy the issues.
Division Goals and Measures		WQ Bureau Implementation
Vision 6 –Credibility and Trust	Water Division Staff have implied Credibility and Trust from Management	
Goal A – Staff are treated as professionals in their program areas.	<ol style="list-style-type: none"> Decisions are made at the lowest level possible. Management actively listens to staff ideas. Feedback from staff is requested, when appropriate, prior to program related management decisions. 	<ul style="list-style-type: none"> Identify measureable actions.
Goal B – Management provides tools and training necessary for staff to succeed in their jobs	<ol style="list-style-type: none"> Proper budget is allocated for training for all staff. Job related training is not denied without just cause. Management actively solicits training needs from staff. Mentors are provided to staff upon request. 	<ul style="list-style-type: none"> Identify/set goals for training budget for staff; identify decision rules for denial of training or articulate existing rules; promote training through supervisor/staff interaction. Ensure mentors are available to staff.
Goal C – Management trust staff to be accountable for meeting these operational expectations	<ol style="list-style-type: none"> Trust is an essential element for building relationships. This is a two way relationship between staff and management. Management defines operational goals expectations and creates an atmosphere of support and accountability to build trust. Management must trust that staff are providing excellent public service (through a combination of staff actions using appropriate management systems, staffing levels, and tools) unless there is evidence that staff are doing otherwise. 	<ul style="list-style-type: none"> Identify measureable actions.

	<p>4. Management (through actions back up by words) delivers a clear and consistent message that trust is implied, based on guidelines and expectations.</p> <p>5. Management will recognize and appreciate good customer service.</p>	
<p>Goal D – Communication between management and staff is open and transparent.</p>	<p>1. All levels of management listen to staff and ask clarifying questions before providing feedback and initiating any disciplinary action</p> <p>2. Staff will be provided a mechanism and a forum to present their “side of the story” when their customer service is called into question.</p> <p>3. If mistakes are made, by either staff or management, they will be quickly acknowledged and rectified.</p> <p>4. Management will provide opportunities for open lines of communication with staff concerning customer service and other issues.</p>	<ul style="list-style-type: none"> • Identify measureable actions.

PROGRAM REVIEW: MANAGEMENT SYSTEMS AND PROGRESS REPORT FOR WPDES
(WISCONSIN POLLUTANT DISCHARGE ELIMINATION SYSTEM)

Water Quality Bureau Goals and Performance Measures

Bureau Goals and Measures		Implementation	
Administration and Management	Goal: Maintain an effective partnership among the Districts and Central Office through administrative and management support [ADM1]		
Performance Measure	Responsible	Task	Measureable
1.1 Evolve the Bureau strategic plan, structure, performance measures, and working priorities.	WQ Board, PMTs, WMT	<ul style="list-style-type: none"> Annually review and update plan with bi-annual checkins on goals. 	<ul style="list-style-type: none"> Updates in WATERS Database.
1.2 Enhance productivity, performance, and accountability among elements of WQ programs. Structure and implement evaluation processes, programs, and tools to determine if they meet their intended purpose.	Management Teams, PMTs	<ul style="list-style-type: none"> Develop specific accountability metrics that can be measured; staff performance analyzed, and graphical representations of success. 	<ul style="list-style-type: none"> Identify metrics to measure productivity, tools to implement, and other evaluation criteria.
Employ the WARP (Watershed Assessment and Restoration Program) process for cross-program integration and information exchange among staff and with the PMTs.	WARP, Management Teams	<ul style="list-style-type: none"> Ensure WARP work reflects the highest need for cross program communication. Identify strategic issues to focus on, processes to entertain issues, and resolution processes to make decisions. 	<ul style="list-style-type: none"> Website for information sharing up and running. Liaison at PMT meetings to share WARP updates and to communicate back to team. Progress documented.
1.3 Provide consistent and integrated work planning and budgeting. Develop and implement budget updating tools so managers can track funds and staff time efficiently.	Managers Financial Analysts	<ul style="list-style-type: none"> Work with DNR systems updates to use new tools for budget tracking 	<ul style="list-style-type: none"> Identify specific targets for migration to new systems and to integrate staff work with overall goals and measures.

Administration and Management	Goal: Maintain an effective partnership among the Districts and Central Office through administrative and management support [ADM1]		
Performance Measure	Responsible	Task	Measureable
1.4 Manage funding and grants from the development of budget initiatives or proposals to interim reporting and final reporting on time to maintain eligibility.	Managers Financial Analysts	<ul style="list-style-type: none"> Inventory all grants, identify federal reporting cycles; 	<ul style="list-style-type: none"> Develop measureable success goals for reporting on progress.
1.5 Maintain opportunities for staff and managers to influence programs and policy through their participation on management or technical teams (e.g., WARP, Streams or Lakes technical teams).	Team leaders, liaisons	<ul style="list-style-type: none"> Identify specific teams and individuals where participation would benefit both. 	<ul style="list-style-type: none"> Incorporate liaison work into specific individual's performance objectives in the coming year.
1.6 Recruit the best program leaders and technical experts. Maintain dedication to safety training, technical training, and mentoring so all are familiar with the Bureau vision, programs, and tools.	Safety Leader, Program Managers, Quality Improvement staff, Mentor program leader	<ul style="list-style-type: none"> Create quality improvement strategy for technical areas including monitoring, modeling, hydrogeology, engineering and other technical disciplines. 	<ul style="list-style-type: none"> Incorporate quality improvement activities into annual performance evaluations.
1.7 Support WQ objectives in partnership with other Bureaus including activity review (e.g., monitoring, research) and cross-program integration.	WQ Managers and Bureau Director	<ul style="list-style-type: none"> Identify opportunities for Bureau Directors and Program Managers to coordinate on a regular basis. 	<ul style="list-style-type: none"> Identify regular meeting opportunities to ensure communication between bureaus/sections.
1.8 Develop a vision and strategy for data systems that transcend programs and Bureaus. Systematically evaluate and update the capacity for data entry, storage, summaries, and communication among data bases within WDNR and with the US EPA Database System.	Database managers, contractors, and program managers.	<ul style="list-style-type: none"> Assign specific individuals the responsibility for creating a draft vision and strategy including researching the details involved in the Performance Measure (1.8). 	<ul style="list-style-type: none"> Incorporate this assignment to specific individuals in performance objectives for FY14.

Administration and Management		Goal: Collaborate with partners in national, regional, state, and local pollution reduction or ecosystem restoration and protection efforts. [ADM2]		
Performance Measure	Responsible	Task	Measureable	
2.1 Lead the development and implementation of Wisconsin’s Nutrient Reduction Strategy as outlined by US EPA. Collaborate with USDA-NRCS, USGS, UW, DATCP, and county staff in assembling the compendium of activities conducted in Wisconsin, and proposed direction ultimately towards nutrient controls.	Jim Bauman, Brian Weigel	<ul style="list-style-type: none"> Implementation of Wisconsin’s Nutrient Reduction Strategy 	<ul style="list-style-type: none"> Set up milestones to measure for plan implementation. 	
2.2 Team with federal and other state agencies on monitoring, assessment, protection and restoration efforts for our interstate waters including the Great Lakes and border rivers (e.g., Great Lakes annexes, Gulf of Mexico Hypoxia efforts, Upper Mississippi River Basin Association, Mississippi River Long Term Ecological Resource Monitoring.	Monitoring Section, WES, Baumann	<ul style="list-style-type: none"> Team with federal and other state agencies on monitoring, assessment, protection and restoration efforts for our interstate waters 	<ul style="list-style-type: none"> Set up milestones to measure for plan implementation. 	

Bureau Goals and Measures		Implementation	
Water Quality Standards (WYSD)	Goal: Surface water quality standards based on sound science and comprehensive public input are the foundation for management actions to protect the public interest including human, wildlife, and aquatic life health; recreation; and agricultural, industrial and municipal uses. [WQ1]		
Performance Measure	Responsible	Task	Measureable
1.1 Devise a strategy for revising Wisconsin’s surface water quality standards, including use designations, use attainability analysis, site-specific criteria, and biocriteria	WES, WARP, Management Team	<ul style="list-style-type: none"> Assign responsible parties to create the strategy. 	<ul style="list-style-type: none"> Completed strategy by September 2013.
1.2 Conduct a Triennial Standards Review of surface water quality standards and, appropriate and resources allow, request permission to adopt new or modified standards consistent with federal Clean Water Act requirements.	WES	<ul style="list-style-type: none"> Completed TSR by January 2014 and every 3 years thereafter. 	<ul style="list-style-type: none"> Updated TSR to guide work by January 2014.
1.3 Revise or promulgate administrative rules related to Use Designations, use attainability analysis, site-specific criteria, and biocriteria	WES Kristi Minahan, Toxicologist WW Program	<ul style="list-style-type: none"> Advance research to support use designation rule promulgation 	<ul style="list-style-type: none"> Identify interim measures that can be displayed and checked off Ultimate completion is Dec 2016.
Water Quality Assessment (WYSQ, WYPL)	Goal: Lakes, rivers, and streams throughout the state are assessed using representative data collected with standardized biological, chemical, and physical metrics. [WQ2]		
2.1 Develop and submit a statewide Integrated Report to U.S. EPA for review that documents the water quality standards attainment status for lakes, rivers, and streams throughout the state (by April 1 of even-numbered years). The attainment status will be determined using the Wisconsin’s Consolidated Assessment & Listing Methodology (WisCALM) Guidance in combination with best professional judgment	Integrated Reporting Team SWIMS/WATERS Team	<ul style="list-style-type: none"> Develop and submit a statewide Integrated Report to U.S. EPA for review. Ensure that WATERS database is updated with correct data reflecting submitted list. Provide binder of compiled assessment for public records. 	<ul style="list-style-type: none"> Online CWA datasets available for public consumption. Completed binder with all supporting materials. Physical copy of report to USEPA by April 1st.

<p>Water Quality Assessment (WYSQ, WYPL)</p>	<ul style="list-style-type: none"> Goal: Lakes, rivers, and streams throughout the state are assessed using representative data collected with standardized biological, chemical, and physical metrics. [WQ2] 		
<p>2.2 Draft the 303(d) list of impaired lakes, rivers, and streams 303(d) waters, their pollutants, as well as a list of waters without sufficient data for assessment according to the WisCALM guidance.</p>	<p>Integrated Reporting Team</p>	<ul style="list-style-type: none"> Develop and submit a statewide Integrated Report to U.S. EPA for review. Provide binder of compiled assessment for public records. 	<ul style="list-style-type: none"> Draft List by January 1 of even numbered Years. WATERS database is updated with correct data reflecting submitted list.
<p>2.3 Devise and implement the process by which Evaluation and District staff collaborate in systematically updating and applying WisCALM.</p>	<p>Integrated Reporting Team and regional biologists</p>	<ul style="list-style-type: none"> Identify appropriate data summaries and maps, along with defined staff roles, and timelines. Identify deliverables and dates. 	<ul style="list-style-type: none"> Conduct follow up survey of both central office and regional staff to see how process went by October 2013
<p>2.4 Water Quality Plans will be prepared in a collaborative effort between District and section staff to provide a comprehensive overview of water condition and include management recommendations intended to restore, protect and maintain clean water and healthy ecosystems.</p>	<p>Watershed Planning Team SWIMS/WATERS Team regional biologists</p>	<ul style="list-style-type: none"> Restart watershed planning July 2013 to be prepared for working with the biologists in the Fall of 2013 Ensure all data is entered into WATERS (online planning) by Public Informational Period. Ensure plans are submitted to USEPA for certification. 	<ul style="list-style-type: none"> Complete one plan (HUC10) annually in each of Wisconsin's 24 basins (approximately HUC 7-scale; April annually). WQ Certification letters received from USEPA.
<p>Water quality modeling and support for Environmental Accountability Projects (EAPs), Total Maximum Daily Load (TMDL) development/coordination (WYTM – NPS; WYST – Point Source; WYWR – Wisconsin River)</p>	<p>Goal: Modeling efforts support nonpoint and point source pollution reduction programs, including EAPs and TMDLs and their coordination. Efforts frequently transcend Section and Bureau boundaries in support of implementation efforts. [WQ3]</p>		
<p>3.1 Lead and participate in technical forums to advance data systems for water quality modeling, develop new modeling techniques, quantify model performance, and provide technical consultation and guidance for various modeling activities.</p>	<p>WES Modeling Technical Team</p>	<ul style="list-style-type: none"> Create or attend technical forums that quantify relative proportion of nonpoint pollution within a watershed, prioritizing and targeting watersheds that yield high levels of pollution, and tracking management across the landscape. 	<ul style="list-style-type: none"> Completion of specific forums or participation – summarize benefits to program. Specific plans to incorporate new technology into work targeting and watershed planning.

<p>Water quality modeling and support for Environmental Accountability Projects (EAPs), Total Maximum Daily Load (TMDL) development/coordination (WYTM – NPS; WYST – Point Source; WYWR – Wisconsin River)</p>	<p>Goal: Modeling efforts support nonpoint and point source pollution reduction programs, including EAPs and TMDLs and their coordination. Efforts frequently transcend Section and Bureau boundaries in support of implementation efforts. [WQ3]</p>		
<p>3.2 Provide programmatic coordination in the development of select TMDLs (e.g., Wisconsin River, Milwaukee River). Collaborate with WT’s Nonpoint Pollution programs including the development and reporting associated with the 319 Plan.</p>	<p>WES WARP</p>	<ul style="list-style-type: none"> • Programmatic coordination in the development of select TMDLs (e.g., Wisconsin River, Milwaukee River). • Ensure that 319 reporting is conducted on time (GRRTS?) 	<ul style="list-style-type: none"> • Compliance with EPA reporting. • TMDL updates published online with timely information.
<p>3.3 Propose new EAPs and TMDLs based upon monitoring and assessment, pollutants, the Integrated Report, and priority order on the 303(d) list. The recommendations consider availability of resources including staff time, contractor support, and data availability.</p>	<p>WES WARP</p>	<ul style="list-style-type: none"> • Propose new EAPs and TMDLs based upon monitoring and assessment, pollutants, the Integrated Report, and priority order on the 303(d) list. • October of each year a check in on work priorities takes place. 	<ul style="list-style-type: none"> • Updated list of targeted TMDLs/EAPs that is published and incorporated into work planning process.
<p>3.4 Establish TMDL Development Guidance to provide a model for the preparation of a TMDL Project Plan (2013). In support of state-led TMDLs, the guidance will inform on project selection, staffing, monitoring needs, modeling, load and wasteload allocations, and outreach and partnerships.</p>	<p>WES WARP</p>	<ul style="list-style-type: none"> • Establish TMDL Development Guidance to provide a model for the preparation of a TMDL Project Plan (2013). 	<ul style="list-style-type: none"> • TMDL Development Guidance completed and stored in SWIMS and online by 2013.

Bureau Goals and Measures		Implementation	
Water Resource Monitoring (WYSC, WYSI, WYSJ, WYSK, WYSL, WYSM, WYSN)		Goal: Water quality protection is accomplished through having an effective Water Resources Monitoring Strategy. [MON1]	
Performance Measure	Responsible	Task	Measureable
1.1 Review and update the Water Resources portion of the Water Division Monitoring Strategy by December 2014. Includes ongoing refinement of stream, river, lake, and wetland monitoring approaches to meet water quality and watershed program needs and EPA expectations. Prepare an annual report on the success of the Monitoring Strategy by January 1st of each year.	Monitoring Section	<ul style="list-style-type: none"> Prepare an annual report on the implementation success of the Monitoring Strategy by January 1st of each year. Review and update the Water Resources portion of the Water Division Monitoring Strategy by December 2014. 	<ul style="list-style-type: none"> Annual report on the success of the Monitoring Strategy by January 1st of each year. Information should be posted online and in paper as requested.
1.2 Review and update the monitoring and database management portions of the Quality Management Plan, and ensure that they comply with EPA standards.	Monitoring Section, SWIMS/WATERS Team	<ul style="list-style-type: none"> Develop standardized process for Quality Assurance Project Plans and implement the by 6/30/14 with all water quality monitoring projects having QAPPs in place. 	<ul style="list-style-type: none"> All monitoring projects will have QAPPs in place by June 2014.
Water Resource Monitoring (WYSC, WYSI, WYSJ, WYSK, WYSL, WYSM, WYSN)		Goal: Water quality protection is supported by implementing an annual monitoring work plan that incorporates baseline (status and trends), problem assessment, evaluation, and response monitoring needs for the agency in a balanced and cost effective manner [MON 2]	
2.1 Complete Tier 1 (baseline) monitoring as required in annual work plan for Field Season 2013-14, including: 1. Natural Community Random and Targeted Stream Sites; 2. Rivers LTT; 3.Lakes LTT. Data is entered in SWIMS and reviewed for completeness.	Monitoring Section, Streams Tech Team SWIMS/WATERS Team Watershed Planning Team	<ul style="list-style-type: none"> Complete Tier 1 (baseline) monitoring as required in annual work plan for Field Season 2013-14 	<ul style="list-style-type: none"> Data is entered in SWIMS and reviewed for completeness Data is incorporated into assessment information in WATERS and reflected online in dynamic webpages.

Water Resource Monitoring (WYSC, WYSI, WYSJ, WYSK, WYSL, WYSM, WYSN)	Goal: Water quality protection is supported by implementing an annual monitoring work plan that incorporates baseline (status and trends), problem assessment, evaluation, and response monitoring needs for the agency in a balanced and cost effective manner [MON 2]		
<p>2.2 Complete Tier 2 (problem assessment, TMDL development, and watershed planning and 303(d) validation) monitoring projects as planned, approved, and funded.</p> <p>Data is entered in SWIMS and reviewed for completeness (stations, data quality, and applicable final reports).</p> <p>Each year, final reports for Tier 2 projects are linked in SWIMS and new findings are incorporated into the WATERS system in a timely manner.</p>	<p>Monitoring Teams/Section Integrated Reporting Team Watershed Planning Team SWIMS/WATERS Team Regional biologists</p>	<ul style="list-style-type: none"> Complete Tier 2 (problem assessment, TMDL development, and watershed planning and 303(d) validation) monitoring projects as planned, approved, and funded. 	<ul style="list-style-type: none"> Data is entered in SWIMS and reviewed for completeness (stations, data quality, and applicable final reports). Each year, final reports for Tier 2 projects are linked in SWIMS and new findings are incorporated into the WATERS system in a timely manner. Data is incorporated into assessment information in WATERS and reflected online in dynamic webpages.
<p>2.3 Complete Tier 3 (evaluation and effectiveness) monitoring projects as planned, approved, and funded. Data is entered in SWIMS and reviewed for completeness (stations, data quality, and applicable final reports).</p> <p>Each year, final reports for Tier 3 projects are linked in SWIMS and new findings are incorporated into the WATERS system in a timely manner.</p>	<p>Monitoring Teams/Section Integrated Reporting Team Watershed Planning Team SWIMS/WATERS Team Regional biologists</p>	<ul style="list-style-type: none"> Complete Tier 3 (evaluation and effectiveness) monitoring projects as planned, approved, and funded. Data is entered in SWIMS and reviewed for completeness (stations, data quality, and applicable final reports). 	<ul style="list-style-type: none"> Data and final reports for Tier 3 projects are linked in SWIMS and new findings are incorporated into the WATERS system in a timely manner. Data is incorporated into assessment information in WATERS and reflected online in dynamic webpages.
<p>2.4 Complete sporadic response monitoring and evaluation activities as appropriate, such as responding to fish kills, storm events, harmful algal blooms, etc., or responding to requests for evaluation of water quality data to support permit issuance and compliance (APM, Chapter 30, WPDES, high capacity wells, FERC, etc.), and addressing</p>	<p>Monitoring Teams/Section Regional biologists</p>	<ul style="list-style-type: none"> Data is entered in SWIMS and reviewed for completeness (stations, data quality, and applicable final reports) to the maximum extent possible. 	<ul style="list-style-type: none"> Data and final reports for Tier 3 projects are linked in SWIMS and new findings are incorporated into the WATERS system in a timely manner. Data is incorporated into assessment information in WATERS.

emerging issues, such as non-metallic and iron mining.			
<p>2.5 Implement Wisconsin’s portion of the annual EPA National Aquatic Resource Survey (NARS).</p> <p>In 2013 and 2014, this will consist of the National Rivers and Streams Assessment, including 29 wadeable stream sites, and 30 boatable sites.</p>	Monitoring Teams/Section Regional biologists	<ul style="list-style-type: none"> Complete work In 2013 and 2014, this will consist of the National Rivers and Streams Assessment, including 29 wadeable stream sites, and 30 boatable sites 	<ul style="list-style-type: none"> Final datasets are complete in SWIMS. Reports are completed and available in SWIMS and online. Data from assessments is incorporated into WATERS.
Bureau Goals and Measures		Implementation	
<p>Water Monitoring (WYSC, WYSI, WYSJ, WYSK, WYSL, WYSM, WYSN)</p>	<p>Goal: Water quality protection is achieved by supporting and enhancing capacity for monitoring and assessment activities within the DNR and with external partners [MON 3].</p>		
Performance Measure	Responsible	Task	Measureable
<p>3.1 Continue to develop a comprehensive Citizen-Based Stream Monitoring program to support Department Priorities. (Link: http://watermonitoring.uwex.edu) Develop guidance and training support for WPDES Adaptive Management projects that use volunteers, and consider recommendations of Wisconsin’s Nutrient Reduction Strategy Monitoring Workgroup to enhance Level II and III monitoring capacity in the area of nutrients, biological data, and chlorides.</p>	<p>Kris Stepenuck, Christina Anderson, Monitoring Section Adaptive Management Team</p>	<ul style="list-style-type: none"> Continue CBSM Program Develop guidance and training or adaptive management projects with volunteers Make recommendations on Wisconsin’s Nutrient Reduction Strategy 	<ul style="list-style-type: none"> Track CBSM Program results Document adaptive management products from CBSM. Document recommendations for nutrient reduction strategy.

Water Monitoring (WYSC, WYSI, WYSJ, WYSK, WYSL, WYSM, WYSN)	Goal: Water quality protection is achieved by supporting and enhancing capacity for monitoring and assessment activities within the DNR and with external partners [MON 3].		
3.2 Design and implement a regular training program for water quality biologists, which include modules related to stream bioassessment, aquatic plant identification, fluvial morphology, water quality monitoring and modeling, statistical analyses, and the like. Implement in 2014.	Streams and Lakes Teams	<ul style="list-style-type: none"> • Design training program for biologists <ul style="list-style-type: none"> ○ Bioassessment ○ APM ○ Fluvial morphology ○ Monitoring/modeling ○ Statistical analysis 	<ul style="list-style-type: none"> • Implement training program by 2014.
3.3 Develop and implement a process for soliciting local monitoring projects and meshing with available funding, Bureau priorities, and biennial workplanning. Track budgets, outputs, reports, and data generated by projects in SWIMS.	Monitoring Section	<ul style="list-style-type: none"> • Create process to solicit projects in alignment with bureau priorities. 	<ul style="list-style-type: none"> • Projects identified, funded and completed.
3.4 Work with USGS and WGNHS to enhance surface water and groundwater monitoring network for water levels and flows, temperature and stream channel geometry to better track changes in climate and land use. Also cross-program integration with DG and FM.	Monitoring Program, Groundwater Program	<ul style="list-style-type: none"> • Create program with partners to track groundwater monitoring network for levels, flows, temperature, etc. 	<ul style="list-style-type: none"> • Create milestones and document progress toward creation of an integrated program.
3.5 Continue to develop and evaluate approaches to assess the biological condition of wetlands, through the National Wetland Condition Assessment and research into the use of Floristic Quality Assessment, and other biological indicators. Design an approach to conducting wetland assessment throughout the state on a rotating basis.	Wetlands Staff, Monitoring Program	<ul style="list-style-type: none"> • Develop and evaluate approaches to assess the biological condition of wetlands • Design an approach to conducting wetland assessment throughout the state on a rotating basis. 	<ul style="list-style-type: none"> • Set up milestones to measure for plan implementation.
3.5 Support and enhance database framework for housing and displaying surface water monitoring data, including SWIMS, SWDV and WATERS, and ensure that these systems support effective and	SWIMS/WATERS/SWDV Monitoring Program Biologists	<ul style="list-style-type: none"> • Support and enhance database framework for housing and displaying surface water monitoring data. • Ensure that these systems support effective and timely reporting, evaluation, and 	<ul style="list-style-type: none"> • Set up milestones to measure for plan implementation.

timely reporting, evaluation, and decision-making activities for Department programs.		decision-making activities for Department programs.	
3.6 Encourage staff to create and support local partnerships by including time and budget (mileage) in work plans to support these efforts. Both District and CO supervisors meet regularly with staff to ensure that partnerships that staff is supporting meet statewide needs and implement Division and Bureau goals. PMTs annually to review local/district partnerships to assess gaps within efforts and streamlining that may be possible.	Management Team	<ul style="list-style-type: none"> Encourage staff to create and support local partnerships by including time and budget (mileage) in each person’s work plan to support these efforts. District and CO supervisors meet regularly with staff to ensure that partnerships that staff is supporting meet statewide needs and implement Division and Bureau goals. 	<ul style="list-style-type: none"> Set up milestones to measure for plan implementation. Set up schedule to measure for implementation.
Bureau Goals and Measures		Implementation	
Wetlands	Goal: Restore lost wetlands and improve wetland health and functions. (“Reversing the Loss “Goal #5) [WL1]		
Performance Measure	Responsible	Task	Measureable
1.1 Explore application of watershed planning tools on a watershed basis. (I.e. potentially restorable wetlands with wildlife tool, water quality tool, flood storage, wetland function, Healthy Watersheds Initiative).	Wetlands Team Watershed Planning Team	<ul style="list-style-type: none"> For FY14-15, complete pilot watershed approach project to aid planning for wetland conservation in the Marengo Watershed. Conduct wildlife surveys to assess validation the accuracy and application of the Wildlife Tool in the Duck- Pensaukee Basin. 	<ul style="list-style-type: none"> Ensure that wetlands analysis is incorporated into Marengo Plan. Completed surveys for Duck- Pensaukee Basin.
2.1 Develop and use new tools for wetland monitoring and assessment, and track wetland gains and losses annually.	Wetlands Team Watershed Planning Team	<ul style="list-style-type: none"> Research new program tools for wetlands analysis and work with programs to incorporate for protection and management. 	<ul style="list-style-type: none"> Report wetlands gains and losses on dnr website and/or in paper report.
2.2. Initiate/revive Wetland Monitoring Technical Team; convene once annually.	Wetlands Team Monitoring Section	<ul style="list-style-type: none"> Identify date and set up meeting. 	<ul style="list-style-type: none"> Meet to identify actions.

Bureau Goals and Measures		Implementation	
Watercraft Inspection	Goal: Heighten awareness and change boater behavior to contain and prevent the spread of AIS. (WYEA) [AI1]		
Performance Measure	Responsible	Task	Measureable
PM1: Advance watercraft inspection network to inspect 100,000 boats per year and increase hours spent on “super spreader” waters. Achieve 90 %+ boater awareness of the law and prevention practices.	Lakes & AIS Team	<ul style="list-style-type: none"> Inspect 100,000 boats per year and increase hours spent on “super spreader” waters. 	<ul style="list-style-type: none"> Reduce the rate of new introductions (track and report trends). Achieve 90 %+ boater awareness of the law and prevention practices.
Watercraft Inspection	Goal: Enhance monitoring to track status of invasive species of concern (WYEC) [AI2]		
PM1: Monitor over 500 waters per year and enter data into SWIMS (include no detects). Revise monitoring strategy and evolve SWIMS to track and report established and new infestations.	SWIMS/WATERS/SWDV Monitoring Program Biologists	<ul style="list-style-type: none"> Design monitoring plan and work plans to accommodate AIS monitoring for 500 lakes each year. Work with SWIMS Team to set up specific enhancements to accommodate and report new infestations. 	<ul style="list-style-type: none"> Number of waters monitored and tracked in SWIMS for AIS for detects and non-detects Incorporate specific SWIMS enhancements into monitoring strategy.
AIS Grants	Goal Strengthen partnerships for prevention and control through incentives. (WYIA) [AI3]		
PM1: Allocate the ~\$4 million annual appropriation of AIS Prevention & Control grants. Provide timely technical assistance, project review and approvals. Continue to emphasize prevention and early detection/ response projects.	AIS Program	<ul style="list-style-type: none"> Allocate the ~\$4 million annual appropriation of AIS Prevention & Control grants. Provide timely technical assistance, project review and approvals. Continue to emphasize prevention and early detection/ response projects. 	<ul style="list-style-type: none"> Number of funds allocated for targeted work areas. Identify measures to track what “timely assistance” means and how to measure emphasis on early detection/etc.
PM2: Implement the AIS, Lakes and Rivers Grants to improve quality, streamline grant review and approval procedure to reduce staff work and improve service and prepare for a comprehensive grant administrative code revisions in the 2015.	AIS, Lakes, and Rivers Grants Team SWIMS/WATERS/SWDV	<ul style="list-style-type: none"> Work with SWIMS Team to set up specific enhancements to accommodate and report grant application, progress and final report work including automated reporting of outcomes on live, online webpages. Evaluate progress and improvements. 	<ul style="list-style-type: none"> Incorporate specific SWIMS enhancements into SWIMS work plan and contracts.

AIS Grants	Goal Evaluate large-scale EWM and CLP control project strategies (WYIA) [AI4]		
PM1: Track new and established infestations undergoing strategic management to evaluate effectiveness of control options and ecosystem outcomes.	AIS, Lakes, and Rivers SWIMS/WATERS/SWDV	<ul style="list-style-type: none"> • Work with SWIMS Team to set up specific reports and outputs to accommodate and report management progress especially for online webpages. • Identify new and established infestations and Evaluate progress and improvements. 	<ul style="list-style-type: none"> • New infestations documented online • Document locations of BMPs and evaluate progress from practices.
PM2: Summarize results of 10 years of EWM control evaluation and research and recommend best management practices, guidance and policy for the continued management under grants and NR 107 & 109 permitting.	AIS, Lakes, and Rivers SWIMS/WATERS/SWDV	<ul style="list-style-type: none"> • Work with SWIMS Team to set up specific reports and outputs to accommodate and report management progress especially for online webpages. • Evaluate progress and improvements. 	<ul style="list-style-type: none"> • EWM Progress documented online • Document locations of BMPs and have evaluation of progress from practices.
AIS Grants	Goal: Maintain an effective program for the control of aquatic invasive species and nuisance plant conditions and the protection of beneficial native plants (WYEJ) [AI5]		
PM 1: Issue all APM Permits within 10 to 15 days and issue all large-scale permits under a department approved plan.	AIS Program	<ul style="list-style-type: none"> • Identify specific timeframes for permit issuance timeliness, differentiating general and large-scale. 	<ul style="list-style-type: none"> • Number of permits issued within a given amount of time.
PM 2: Successfully implement permit streamlining. Issue all pond permits through central intake.	AIS Program	<ul style="list-style-type: none"> • Identify measures from permit streamlining and implement. 	<ul style="list-style-type: none"> • Identify measures from permit streamlining and implement.
PM3: Complete a review of the APM program for the Water Management Team in 2013 and implement recommendations on 2014.	AIS Program	<ul style="list-style-type: none"> • Complete management review and implement measures. 	<ul style="list-style-type: none"> • Identify measures and implement and track.
AIS Grants	Goal: Develop an AIS decontamination program [AI6]		
PM1: Develop statewide decontamination policy	AIS Program	<ul style="list-style-type: none"> • Inventory existing mandates, program requirements and rules and update the state's decontamination policy. 	<ul style="list-style-type: none"> • A decontamination policy is created and approved.

PM2: Establish a program to fund the acquisition of decontamination equipment at critical source water (Super spreaders, Great Lakes, etc.).	AIS Program	<ul style="list-style-type: none"> Investigate the elements necessary to create a decontamination policy for the state; inventory what is in place and what is needed; create a budget request related to the program's creation. 	<ul style="list-style-type: none"> Proposal for a new decontamination policy for the state is created.
AIS Grants	Goal: Develop and enhance Water Division capacity for rapid response to new and pioneering populations of AIS [AI7]		
PM1: Establish statewide a Rapid Response Team and incorporate rapid response activities into budgets and work plans.	AIS Program	<ul style="list-style-type: none"> Establish a Rapid response team. Identify activities and budget needs and work into budget and workplans. 	<ul style="list-style-type: none"> Is a RR Team established? Are activities, funds and work items in work plans?
PM2: Secure dedicated funding for Rapid Response Team activities	AIS Program	<ul style="list-style-type: none"> Identify activities and budget needs and work into budget and workplans. 	<ul style="list-style-type: none"> Are activities, funds and work items in work plans?
Bureau Goals and Measures		Implementation	
Lakes and Rivers	Goal: Strengthen and diversify an effective partnership for protection and restoration of WI Lakes and Rivers. (WYIB) [LK 1]		
Performance Measure	Responsible	Task	Measureable
PM1: Engage people, politics and partnerships for lake and river protection through conducting at least four regional or issue-based workshops annually and the annual Lakes Convention.	Lakes & River Programs	<ul style="list-style-type: none"> Schedule, conduct and track in SWIMS at least four regional or issue-based workshops annually Hold the annual Lakes Convention. 	<ul style="list-style-type: none"> Track the number of workshops held (in SWIMS) and display online. Document Lakes Convention.

<p>PM2: Assist the creation of 4 new lake organizations; provide direct organizational, technical and capacity-building assistance to 65 lake organizations or local government; publish four issues of <i>Lake Tides</i>; improve the knowledge base of 20 citizens (at least two per District) through the Lake Leadership Institute and hold a training session on lake organization governance annually.</p>	<p>Lakes & River Programs</p>	<ul style="list-style-type: none"> • Identify potential areas for assisting in the creation of four new lake organizations. • Identify through grant allocations recipients and ensure that there are at least 65. • Schedule publication of <i>Lake Tides</i>. • Identify specific individuals for Lake Leadership Institute. • Set up and hold lake governance training. 	<ul style="list-style-type: none"> • Track new lake organizations; • Track number of organizations/ governments receiving technical/capacity building assistance • Track number of <i>Lake Tides</i> produced. • Track people participating in Lake Leadership Institute. • Track training session on lake governance.
<p>PM3: Engage counties, tribes, and river and wetland interests to participate more in the activities of the Lake Partnership.</p>	<p>Lakes & River Programs</p>	<ul style="list-style-type: none"> • Identify specific counties, tribes and rivers/wetland interests and specific actions that can be conducted to enhance lake partnership activities. 	<ul style="list-style-type: none"> • Track whether identified entities have been helped with specific actions.
<p>PM 4: Develop and improve communications among all stakeholders of the Lake Partnership.</p>	<p>Lakes & River Programs</p>	<ul style="list-style-type: none"> • Create specific goals/measures for communication among stakeholders in lake partnership and measure them. 	<ul style="list-style-type: none"> • Identify goals, measures and post in system. • Track progress under goals.
<p>PM5: Assist the creation of 2 new river management organizations; provide direct organizational, technical and capacity-building assistance to 20 river management organizations annually.</p>	<p>Lakes & River Programs</p>	<ul style="list-style-type: none"> • Identify, if possible, potential groups to foster for creation of river organizations; • Identify 20 river management organizations through grant support to help with technical and capacity building. 	<ul style="list-style-type: none"> • Track river organization creation. • Track the number of river management support provided.
<p>Lakes and Rivers</p>	<p>Goal: Lakes are managed for healthy ecosystems and quality recreation using a community and science-based approach. (WYIA, WYIC) [LK 2]</p>		
<p>PM1: Using WisCALM and other assessment methods identify lakes in need of protection, improvement and restoration and develop and deliver corresponding management strategies that address the primary threats to water resources: habitat loss, nonpoint source pollution, invasive species and a changing climate.</p>	<p>Lakes & River Programs</p>	<p>[CROSS CHECK DUPLICATION WITH WES PERFORMANCE MEASURE]</p>	<ul style="list-style-type: none"> •

<p>PM2: Continue to improve the SWIMS database and Lake/AIS web pages and maps making them easier to use and reducing the amount of IT staff time needed to find and enter data for field staff and partners.</p> <p>Conduct training for partners and staff as needed. Make more data complete and available e.g. aquatic plant and habitat, bathymetry, water levels, etc. including metadata and documents for current and historic projects.</p> <p>Continue to support lake assessment efforts enabling more lakes to be successfully assessed. Support the development of on-line grant applications and reporting.</p>	<p>Lakes & River Programs</p>	<p>[CROSS CHECK DUPLICATION WITH MONITORING SECTION PERFORMANCE MEASURE]</p>	<ul style="list-style-type: none"> •
<p>PM3: Enhance citizen-based lake monitoring network by adding and implementing new protocols e.g. color, blue green algae, and lake levels; conducting a field QA/QC on 10% of the volunteers per year and; encourage every new Secchi volunteer to accept training in AIS monitoring.</p>	<p>Lakes & River Programs</p>	<ul style="list-style-type: none"> • Add and implement new protocols e.g. color, blue green algae, and lake levels; • conduct an annual staff/trainer refresher course; provide refresher training/audit for all volunteers every five years; • Conducting a field QA/QC on 10% of the volunteers per year and; 	<ul style="list-style-type: none"> • Add and use new colors for lake quality; • Document staff/trainer refresher course in SWIMS; • Document qaqc'ing work at 10% or more of volunteers.
<p>Lakes and Rivers</p>	<p>Goal: Staff and financial resources are wisely and efficiently invested in projects that assess, plan, protect and restore WI waters. (WYIA) [LK 3]</p>		
<p>PM1: Develop guidance to implement WisCALM and the TMDL Implementation Strategy through lake grants.</p>	<p>Lakes & River Programs</p>	<p>[CROSS CHECK DUPLICATION WITH WES PERFORMANCE MEASURE]</p>	<ul style="list-style-type: none"> • Guidance to implement WisCALM & TMDL Implementation through Lake Grants.

<p>PM2: Implement the AIS, Lakes and Rivers grant work plan to improve grant outcome quality and stream-line grant review and approval procedure that reduces field staff work load and improves customer service and prepares for a comprehensive grant administrative code revisions in the 2015.</p>	<p>Lakes & River Programs</p>	<ul style="list-style-type: none"> • Scope out lakes online grant work needed in SWIMS, set goals, milestones and deliverables. 	<ul style="list-style-type: none"> • Document key deliverables for FY14 from swims/lakes grant work. • Ensure that programming and testing is done on time and that customer needs are met.
<p>PM3: Provide the support and resources that allow field staff to engage with local lake and river organizations and interests and develop and implement resource management plans that protect, improve and restore waters.</p>	<p>Lakes & River Programs</p>	<p>[CROSS CHECK DUPLICATION WITH WES PERFORMANCE MEASURE]</p>	<ul style="list-style-type: none"> • Quantify the resources and outcomes for field staff used to engage with local lake and river organizations.
<p>Lakes and Rivers</p>	<p>Goal: Inspire and engage people for water stewardship (WYIA, WYIB) [LK 4]</p>		
<p>PM1: Incorporate social science research to better understand and re-incentivize shoreland stewardship.</p>	<p>Lakes & Rivers Program</p>	<ul style="list-style-type: none"> • Identify specific areas to apply social research; identify tools and apply them. 	<ul style="list-style-type: none"> • Successful application of tools to gain data on shoreline stewardship.
<p>PM2: Participate in and increase the recognition of citizen volunteers.</p>	<p>Lakes & Rivers Program</p>	<ul style="list-style-type: none"> • Identify current methods of recognizing volunteers; • Identify improvements in recognition. 	<ul style="list-style-type: none"> • Track recognition of citizen volunteers and increases in this action.
<p>PM3: Develop and conduct training for staff, citizens, counties and tribes through the Lake Leader Institute and other programs.</p>	<p>Lakes & Rivers Program</p>	<ul style="list-style-type: none"> • Plan and execute Lake Leadership Institute Program. 	<ul style="list-style-type: none"> • Track Institutes held and how many people/ organizations trained.
<p>PM4: Develop a training program for a shoreland restoration contractors as the first step in developing a certification (with Shoreland Team)</p>	<p>Lakes & Rivers Program</p>	<ul style="list-style-type: none"> • Identify outline and training plans for shoreland restoration contractors. • Prepare long-term certification strategy of which the training is the first step. 	<ul style="list-style-type: none"> • Track completion of training program. • Track next steps for certification program.

Bureau Goals and Measures		Implementation	
Climate Change	Goal: Strive to maintain, improve, or restore water quality, quantity, and availability under a changing climate regime. [CC1]		
Performance Measure	Responsible	Task	Measureable
1.1 Work with Wisconsin Initiative on Climate Change (WICCI) to update and improve available hydrological and water quality information to enable staff to consider future climatic conditions while making resource management decisions.	WQ Board	<ul style="list-style-type: none"> Review existing information to identify gaps and make recommendations for additional information. Propose projects to fill gaps. 	<ul style="list-style-type: none"> Updated, improved hydrologic data for WCCI Strategy.
1.2 Review Department adaptation planning guidance and initiate development of adaptation strategies appropriate for Water Quality program areas, including TMDL development, WPDES permitting, monitoring and assessment, lake and watershed management planning, and AIS prevention and control.	WQ Board	<ul style="list-style-type: none"> Assemble existing guidance and adaptation strategy plans to identify gaps; Create strategy for addressing gaps based on shared knowledge and other state examples. Make recommendations for updates/changes. 	<ul style="list-style-type: none"> Comprehensive review of Departments adaptation strategy.

Bureau Goals and Measures		Implementation	
Great Lakes Lake Michigan & Lake Superior LAMPs		Goal: The Great Lakes are monitored for tributary phosphorus levels and nearshore nutrients [GL1]	
Performance Measure	Responsible	Task	Measureable
1.1 Lake Michigan and Lake Superior Tributary Phosphorus Load Monitoring. Sample the Menominee, Fox, Manitowoc, Sheboygan, Milwaukee, St. Louis, Nemadji, Bois Brule, and Bad Rivers for TP, TKN, Nitrate+ Nitrite, Orthophosphate and TSS on a flow weighed basis annually. Samples are collected monthly throughout the year as well as during select high flow events and entered into SWIMs.	Office of the Great Lakes	<ul style="list-style-type: none"> Sample the Menominee, Fox, Manitowoc, Sheboygan, Milwaukee, St. Louis, Nemadji, Bois Brule, and Bad Rivers for TP, TKN, Nitrate+ Nitrite, Orthophosphate and TSS on a flow weighed basis annually. Samples are collected monthly throughout the year as well as during select high flow events and entered into SWIMs. 	<ul style="list-style-type: none"> Track in SWIMS sampling events for specific constituents. Track monthly tracking and ensure high flow events are conducted and that data is entered in SWIMS.
Lake Michigan & Lake Superior LAMPs		Goal: LAMP Progress [GL2]	
2.1 Lake Michigan and Lake Superior LAMP update report	Office of the Great Lakes	<ul style="list-style-type: none"> Create a strategy and work items for updating LAMPs for both Lakes Michigan and Superior. 	<ul style="list-style-type: none"> Complete LAMPs for both lakes, post them online.
2.2 Develop implementation plan of action items in the GL Basin to meet the goals of the LAMPs	Office of the Great Lakes	<ul style="list-style-type: none"> Create action plans for action items in LAMPs including potential who, when, where and how funded. 	<ul style="list-style-type: none"> Track creation of action plans.
Lake Michigan & Lake Superior LAMPs		Goal: Area of Concern (AOC) Beneficial Use Impairment delisting for Wisconsin's 5 AOCs [GL3]	
3.1 Evaluate data, project completion and other available information. Report on the status of meeting current delisting targets for each of the Great Lakes AOC's. Annual RAP updates completed in December each year.	Office of the Great Lakes	<ul style="list-style-type: none"> Evaluate data, project completion and other available information. Document status of delisting targets for each of the Great Lakes AOC's. Annual RAP updates completed in December each year. 	<ul style="list-style-type: none"> Analysis of data and associate with AOC in SWIMS. Create visual or other tools to document progress on delisting targets. Have RAP updated annually.

<p>3.2 Engage CAC, TAC and local partners within each AOC to prioritize and develop implementation projects for removing BUIs.</p>	<p>Office of the Great Lakes</p>	<ul style="list-style-type: none"> • Prioritize and develop implementation projects for removing BUIs with the public. 	<ul style="list-style-type: none"> • List of prioritize for removing beneficial use impairments.
<p>3.3. Develop project proposals focusing on removing BUIs. Submit grant requests for project funding and seek opportunities to move projects forward at each AOC.</p>	<p>Office of the Great Lakes</p>	<ul style="list-style-type: none"> • Create project proposals for each BUI. • Submit proposals to funding sources. 	<ul style="list-style-type: none"> • Track number of project proposals submitted. • Track number of projects funded and completed each year.
<p>Lake Michigan & Lake Superior LAMPs</p>	<p>Goal: Contaminants in fish and wildlife populations are reduced through contaminated sediment site remediation projects in the Great Lakes.[GL4]</p>		
<p>4.1 Document progress through wildlife and fish monitoring for burden reductions (including incremental body reductions) and document/quantify completed sediment remediation (acres remediated, quantities of contaminants (PCBs) removed from the system) for each AOC as projects progress.</p>	<p>Office of the Great Lakes</p>	<ul style="list-style-type: none"> • Analyze wildlife and fish monitoring data for contaminant reductions for AOCs. 	<ul style="list-style-type: none"> • Track incremental body reductions) • Document/quantify completed sediment remediation (acres remediated and quantities of contaminants (PCBs) for each AOC.
<p>Lake Michigan & Lake Superior LAMPs</p>	<p>Goal: Waterfowl production and other fish and wildlife populations increase through increased restoration and protection of wetlands. [GL5]</p>		
<p>5.1 Continue efforts to advance restoration and/or protection of wetland projects in the Great Lakes to improve habitat for waterfowl, fish and other wildlife.</p>	<p>Office of the Great Lakes</p>	<ul style="list-style-type: none"> • Identify current and potential wetland projects. 	<ul style="list-style-type: none"> • Track number of wetland projects and wetland acres protected and restored.
<p>5.2 Develop a wetland project site priority list for wetland restoration or protection efforts for each AOC as part of the habitat restoration BUI removal. This will be done as part of the RAP updates.</p>	<p>Office of the Great Lakes</p>	<ul style="list-style-type: none"> • Inventory a wetland project site list (and prioritize) for wetland restoration or protection efforts for each AOC. 	<ul style="list-style-type: none"> • Have Prioritized list of wetland restoration sites as part of AOC update.

Lake Michigan & Lake Superior LAMPs	Goal: The number of Great Lakes beach closure dates decreases.[GL6]		
6.1 Prepare an annual report on beach monitoring activities, data summary and year-to-year comparison of Great Lakes beach closings.	Office of the Great Lakes	<ul style="list-style-type: none"> Inventory beach monitoring activities, summarize data, and compare to previous years. 	<ul style="list-style-type: none"> Completed annual report on beach monitoring and status.
Lake Michigan & Lake Superior LAMPs	Goal: Great Lakes Policy. [GL7]		
7.1 Work with Federal and regional groups in the development of Great Lakes policy and implementation of GL Water Quality Agreement, GL Restoration Initiative, and ACOE Great Lakes Dredging Team.	Office of the Great Lakes	<ul style="list-style-type: none"> Reach out to work with federal and regional groups to create GL policy and design plans for implementation of various Great Lakes governing documents. 	<ul style="list-style-type: none"> Track creation of joint policy statements among the federal state and local groups.
7.2 Work with Great Lakes regional groups Great Lakes Commission, Great Lakes Protection Fund, Coastal Zone Management, and others.	Office of the Great Lakes	<ul style="list-style-type: none"> Develop cooperative relationships with various Great Lakes regional groups. 	<ul style="list-style-type: none"> Track cooperative statements or activities between state and federal and local groups.
Contaminated Sediment	Goal: Progress is made toward the goal of remediating contaminated sediment sites in the state by restoring water quality and reducing fish contaminant levels at key contaminated sediment sites. [CS1]		
1. Update and maintain the statewide list of waters which are impaired or may be impaired due to contaminated sediment, prioritize the list, and set schedules for implementation, biennially.	Office of the Great Lakes	<ul style="list-style-type: none"> Work with WES to identify impaired waters based on contaminated sediment sites; use these sites to prioritize sediment projects. 	<ul style="list-style-type: none"> Creation of list of sediment sites paired with impaired waters; prioritize clean-up sites and make project proposals with schedules.
2. Pursue resources in order to conduct site evaluations at priority sites with the Sediment Team to prioritize funding request by Dec. 31st of each year.	Office of the Great Lakes	<ul style="list-style-type: none"> Pursue resources for site evaluations by Dec. 31st of each year. 	<ul style="list-style-type: none"> Track resources for site evaluations by Dec. 31st of each year.
3. Direct the sediment removal for the Lincoln Park/Milwaukee River channels 2013/2014.	Office of the Great Lakes	<ul style="list-style-type: none"> Manage sediment removal project for Lincoln Park/Milwaukee River channels. 	<ul style="list-style-type: none"> Document sediment removal work to be completed by 2014.
4. Continue Hayton Area Remediation Project PCB removal in lower Operable Unit OU 3 by the end of 2014	Office of the Great Lakes	<ul style="list-style-type: none"> Complete Hayton Area Remediation Project PCB removal in lower Operable Unit OU 3 by the end of 2014 	<ul style="list-style-type: none"> HARP project completed in OU 3 by 2014.

5. Initiate site assessments and remedial design and implementation for new sites statewide, as resources allow.	Office of the Great Lakes	<ul style="list-style-type: none"> Identify high priority sites for remedial design and initiate work. 	<ul style="list-style-type: none"> High priority sites where remedial work is initiated.
6. Document progress at each site annually and produce follow-up reports after site completion every 5 years.	Office of the Great Lakes	<ul style="list-style-type: none"> Create reporting mechanism to document work done at high priority sediment sites annually with follow up monitoring and research every five years. 	<ul style="list-style-type: none"> Annual report completed at end of 2013, 2014.
7. Formation of an integrated Sediment Team with R & R and develop sediment assessment and remediation guidelines for the sediment program	Office of the Great Lakes	<ul style="list-style-type: none"> Integrated sediment team comprised of R & R and sediment group. Inventory current sediment guidelines and or make a plan for updates for future work. 	<ul style="list-style-type: none"> Sediment Team formed with mission, goals, membership, etc. Inventory of guidelines to be updated.
Bureau Goals and Measures		Implementation	
Mississippi River	Goal: Water quality is protected by implementing the Mississippi River Water Quality Monitoring Strategy. [MR1]		
Performance Measure	Responsible	Task	Measureable
1. Review and update the Mississippi River portion of the Water Division Monitoring Strategy by December 2014.	Mississippi River Team Monitoring Section	<ul style="list-style-type: none"> Review and update the Mississippi River portion of the Water Division Monitoring Strategy by December 2014. 	<ul style="list-style-type: none"> Mississippi Portion of Monitoring Strategy Updated by 12/14.
2. Prepare an annual report on the implementation success of the Mississippi River Monitoring Strategy for use in the annual Bureau Report. Submit report to Monitoring Section Chief by_____.	Mississippi River Team Monitoring Section	<ul style="list-style-type: none"> Inventory of implementation success of the Mississippi River Monitoring Strategy Send report to report to Monitoring Section Chief. 	<ul style="list-style-type: none"> Send Inventory of implementation success of the Mississippi River Monitoring Strategy to Monitoring Section Chief by 12/14.
3. Complete Mississippi River baseline monitoring (Tier I) as identified in the Mississippi River monitoring strategy (as funding permits).	Mississippi River Team Monitoring Section	<ul style="list-style-type: none"> Review and implement baseline monitoring on Mississippi River Monitoring. 	<ul style="list-style-type: none"> Results of baseline monitoring work is gathered and entered into SWIMS.
4. Complete sampling at Mississippi River LTT sites in support of the Division's WQ monitoring and nutrient reduction strategies.	Mississippi River Team Monitoring Section	<ul style="list-style-type: none"> Complete sampling at Mississippi River LTT sites 	<ul style="list-style-type: none"> Results of LTT monitoring for Mississippi River and make sure that it is entered into SWIMS.

<p>5. Work with MPCA, other states and EPA to identify and develop a consistent invertebrate monitoring protocol for inclusion in the Mississippi River monitoring strategy.</p>	<p>Mississippi River Team Monitoring Section</p>	<ul style="list-style-type: none"> Identify and develop a consistent invertebrate monitoring protocol for inclusion in the Mississippi River monitoring strategy. 	<ul style="list-style-type: none"> Track completion of a consistent invertebrate monitoring protocol for the Mississippi River Monitoring Protocol.
<p>6. Continue to develop and evaluate approaches to assess the biological condition of backwaters and wetland strata of the UMR, as part of the Mississippi River monitoring strategy (as funding allows).</p>	<p>Mississippi River Team Monitoring Section Wetlands Program</p>	<ul style="list-style-type: none"> Inventory, document, develop and evaluate approaches to assess the biological condition of backwaters and wetland strata of the UMR. 	<ul style="list-style-type: none"> Identify the most appropriate assessment methods for the biological condition of backwaters and wetland strata
<p>Mississippi River</p>		<p>Goal: The Mississippi River is assessed using representative data collected with standardized biological, chemical, and physical metrics. [MR2]</p>	
<p>1. Develop consistent Mississippi River WQ assessment procedures following interstate protocols developed cooperatively through participation on the UMRBA WQTF as recognized in our Division’s WQ monitoring strategy for the Mississippi River.</p>	<p>Mississippi River Team Monitoring Section Water Evaluation Section</p>	<ul style="list-style-type: none"> Develop and communicate consistent Mississippi River WQ assessment procedures following interstate protocols developed cooperatively through participation on the UMRBA WQTF as recognized in WQ monitoring strategy for the Mississippi River. 	<ul style="list-style-type: none"> Incorporate interstate assessment procedures as part of the state’s monitoring strategy.
<p>2. Update WisCALM guidance to reflect interstate monitoring and assessment protocols for the Mississippi River.</p>	<p>Mississippi River Team Water Evaluation Section</p>	<ul style="list-style-type: none"> Work with WES to incorporate specific nuances of the Mississippi River monitoring and assessment program are incorporated into the WisCALM guidance. 	<ul style="list-style-type: none"> Chapter or special mention of Mississippi River protocols in WisCALM.
<p>Mississippi River</p>		<p>Goal: The environmental health of the Upper Mississippi River System is improved and our understanding of its natural resources are increased through the Upper Mississippi River Restoration-Environmental Management Program (UMRR-EMP) [MR3]</p>	
<p>1. Conduct monitoring and research (WQ, Fish, and vegetation) as covered under the Scope of Work for the UMRR-EMP Long Term Resource Monitoring Program.</p>	<p>Mississippi River Team</p>	<ul style="list-style-type: none"> Monitor and research as covered under the Scope of Work for the UMRR-EMP Long Term Resource Monitoring Program. 	<ul style="list-style-type: none"> Write up results in the LTRMP monitoring document.
<p>2. Work with other WDNR programs (Fish, Wildlife, ER, Forestry), and other UMR states to implement UMRR-EMP Habitat Rehabilitation and Enhancement Projects on the Mississippi River.</p>	<p>Mississippi River Team Waterways</p>	<ul style="list-style-type: none"> Work with partner programs and agencies to implement the EMP and Habitat Projects. 	<ul style="list-style-type: none"> Document work completed in workplans and in project write-ups.

3. Conduct Ch. 30 coordination / WQC needed to implement the UMRR-EMP HREP.	Mississippi River Team Waterways	<ul style="list-style-type: none"> Identify and implement specific coordination needs between the Waterways Program and the Mississippi River HREP work. 	<ul style="list-style-type: none"> Number of permits issued and habitat restored through cooperative projects.
Mississippi River		Goal: Corps of Engineers commercial navigation programs are managed to minimize impacts and improve environmental outcomes [MR4]	
1. Manage main channel dredging and dredged material placement operations in accordance with established MOUs.	Mississippi River Team	<ul style="list-style-type: none"> Identify and prioritize dredging projects in the coming biennium. 	<ul style="list-style-type: none"> Document completed dredging projects and volume of dredge material displaced.
2. Provide Ch. 30 Coordination/ WQC as necessary for navigation infrastructure.	Mississippi River Team	<ul style="list-style-type: none"> Identify and implement specific coordination work between the Waterways Program and the Mississippi River dredging work. 	<ul style="list-style-type: none"> Number of permits issued and dredging projects.
Mississippi River		Goal: The best-achievable public policy and river management is attained through interstate cooperation and coordination (outside EMP & CWA) [MR5]	
1. Collaborate with other UMR states through the UMRCC WQ Technical Section to better understand and manage UMRS water quality.	Mississippi River Team	<ul style="list-style-type: none"> Work with the UMRCC WQ Technical Section to better understand and manage UMRS water quality through data analysis and report write-ups. 	<ul style="list-style-type: none"> Production of analysis relating to results from UMRCC WQ technical section.
. Collaborate with other UMR states and partners (e.g., USFWS, USGS, USCOE, USEPA, USCG, public, etc.) to cooperatively manage UMRS water and land resources.	Mississippi River Team	<ul style="list-style-type: none"> Work with the UMR states and partners to apply knowledge from UMR reports to manage land and water. Apply resource condition information to land and water management. 	<ul style="list-style-type: none"> Production of analysis relating to results from UMRCC WQ technical section.
Bureau Goals and Measures		Implementation	
WPDES Permits	Water quality is protected by ensuring that permits are issued to municipalities and industries on a timely basis and include limitations and special conditions that control and limit the amount of pollutants discharged. [WW1]		
Performance Measure	Responsible	Task	Measureable
Decrease backlog for municipal and industrial point source discharge permits to below 20%. (EPA's goal for every state is below 10%)	Wastewater PMT	<ul style="list-style-type: none"> Generate reports tracking industrial point source backlog reports. Create strategies to reduce backlog. 	<ul style="list-style-type: none"> Industrial point source discharge backlog percent.
Assess permit quality using peer review and established permit quality criteria.	Wastewater PMT	<ul style="list-style-type: none"> Create process to apply peer review criteria to document permit quality. 	<ul style="list-style-type: none"> Identify rate of permits reviewed for permit quality reviews.

WPDES Permits	Water quality is protected by enhancing the effectiveness of the WPDES and wastewater management program. [WW2]		
Implement approved Lean Six Sigma project recommendations once the project is complete.	Wastewater PMT	<ul style="list-style-type: none"> • Complete Lean Six Sigma Project 	<ul style="list-style-type: none"> • Identify measurable based on report.
WPDES Permits	Water quality is protected through appropriate inspections, inspection follow up, and response to permit noncompliance. [WW3]		
Implement the WPDES program inspection strategy and performance objectives. Track all inspections with the inspection checklist and appropriate supplemental documents in SWAMP.	Wastewater PMT	<ul style="list-style-type: none"> • Identify the highest priority inspections, using the checklist and appropriate documents in SWAMP. 	<ul style="list-style-type: none"> • Track inspections in accordance with strategy; track with checklist and assure record completeness.
Respond to all (95% or more) occurrences of noncompliance with permit effluent limitations through appropriate and documented (in SWAMP) actions (e.g., NOV, NON, no action) as established in the program enforcement strategy or within 90 days of the noncompliance being identified in SWAMP.	Wastewater PMT	<ul style="list-style-type: none"> • Respond to all (95% or more) occurrences of noncompliance with permit effluent limitations through appropriate and documented (in SWAMP) actions (e.g., NOV, NON, no action) as established in the program enforcement strategy or within 90 days of the noncompliance being identified in SWAMP. 	<ul style="list-style-type: none"> • 95% response rate for noncompliance with regulatory actions within 90 days of identification.
Identify and act effectively on violations of permits to improve and protect water quality and provide effective deterrence to violators and respond to limit exceedances according to the enforcement strategy.	Wastewater PMT	<ul style="list-style-type: none"> • Use enforcement strategy to address actions on violations in accordance with written procedures/protocols. 	<ul style="list-style-type: none"> • Track enforcement actions to indicate progress on implementing the strategy.
Evaluate SSO events and take follow-up actions, consistent with the program's enforcement strategy within 120 days of SSO occurrence. This will be critical to implementation of new rules once promulgated.	Wastewater PMT	<ul style="list-style-type: none"> • Track SSO events, follow up actions, and document issues that may affect new rules as they are promulgated. 	<ul style="list-style-type: none"> • Track follow up actions taken within 120 days.
Assure full and complete reporting of CMAR information, respond to reporting	Wastewater PMT	<ul style="list-style-type: none"> • Ensure CMAR work is completed by August 31 each year or 60 days after submittal. 	<ul style="list-style-type: none"> • Track timeliness of actions in relation to specified goal

deficiencies, respond to CMAR submittals as required in NR 208 (by August 31 or each year or 60 days after submittal, whichever is later), store response information in SWAMP and follow-up on C, D, and F grades. This will be critical to implementation of new rules once promulgated.		<ul style="list-style-type: none"> Store CMAR response information in SWAMP and follow up as appropriate. 	timelines in strategy.
Train staff on follow-up on single-event violations in preparation for EPA's 2014 data freeze for the upcoming State Review Framework.	Wastewater PMT	<ul style="list-style-type: none"> Set up training sessions to follow up on violations in a consistent manner in anticipation of the data freeze during the State Review Framework 	<ul style="list-style-type: none"> Track actions in relation to specified timeframes.
WPDES Permits	Water quality is protected by implementing new water quality standards and other rules for point sources. [WW4]		
Revisions to administrative rules on sanitary sewer overflow (SSO) should become law by June 30, 2013. If enacted into law then develop guidance and training for staff to implement the rule within 6 months following the rules becoming effective.	Wastewater PMT	<ul style="list-style-type: none"> Work to ensure that administrative rules are enacted by June 30, 2013. Develop guidance and training to implement the rules within six months. 	<ul style="list-style-type: none"> Revisions to administrative rules on sanitary sewer overflow (SSO) should become law by June 30, 2013. Develop guidance and training subsequent to rule development.
WPDES Permits	Water quality is protected by implementing new water quality standards and other rules for point sources. [WW4]		
Develop rule revisions in accordance with EPA permitting for environmental results initiative. (*Rule Package (RP) 2) Pretreatment; RP 3) NR 106 Issues & some Great lakes Initiative (GLI) issues;4) Additional NR 106 issues; 5) Permit application requirements for industrial groups, Intake requirements for new facilities (316(b)); 6) Permit Processing Issues and other Permit issuance Procedural matters; 7) Analytical Test methods.*)	Wastewater PMT	<ul style="list-style-type: none"> Develop rule revisions in accordance with EPA permitting for environmental results initiative. Pretreatment, NR106, Great Lakes Initiative, NR106, application requirements for industrial groups, intake requirements for new facilities, permit processing issues, analytical test methods. 	<ul style="list-style-type: none"> Meet schedules set forth in Matt Moroney's May 18th, 2012 letter to Susan Hedman Region V for Rule Packages 2 through 7. Unless agreement is amended. All rule packages completed by June 30th 2015.
Continue to explore innovative solutions to problems with implementation of rules for	Wastewater PMT	<ul style="list-style-type: none"> Explore new solutions for implementation of rules in coordination with phosphorus criteria. 	<ul style="list-style-type: none"> Track generation of solutions and pilot testing of these ideas over

<p>municipal and industrial point sources in coordination with the established of Phosphorus criteria that took effect in late 2010.</p>			<p>the course of the biennium.</p>
<p>Develop & finalize the following implementation guidance for municipal and industrial point sources in coordination with the establishment of policies and procedures by June 30, 2015. 1) TMDL implementation planning guidance; 2) Water quality trading guidance; 3)316(b) cooling water intake structure guidance.</p>	<p>Wastewater PMT</p>	<ul style="list-style-type: none"> • Develop & finalize the following implementation guidance for municipal and industrial point sources in coordination with the establishment of policies and procedures <ul style="list-style-type: none"> • 1) TMDL implementation planning guidance; • 2) Water quality trading guidance; • 3)316(b) cooling water intake structure guidance. 	<ul style="list-style-type: none"> • Develop & finalize the following implementation guidance for municipal and industrial point sources in coordination with the establishment of policies and procedures by June 30, 2015.
<p>WPDES Permits</p>	<p>Water quality is protected by procuring funding to allow for implementation of the WPDES program. [WW5]</p>		
<p>Meet all EPA reporting requirements for: 1) Environmental Performance Partnership Agreement (EnPPA); 2) State Review Framework (SRF); 3) Compliance Monitoring Strategy (CMS); 4) Integrated compliance Information System (ICIS); 5) NPDES Annual Non-Compliance Report (ANCR).</p>	<p>Wastewater PMT</p>	<p>Meet all EPA reporting requirements for:</p> <ul style="list-style-type: none"> • 1) Environmental Performance Partnership Agreement (EnPPA); • 2) State Review Framework (SRF); • 3) Compliance Monitoring Strategy (CMS); • 4) Integrated compliance Information System (ICIS); • 5) NPDES Annual Non-Compliance Report (ANCR). 	<ul style="list-style-type: none"> • Identify and track metrics to represent key areas for each of these areas, such as 90% compliance with specified.