



# **GREEN TIER 2012 BIENNIAL REPORT**



Wisconsin Department of Natural Resources  
101 South Webster Street  
PO Box 7921  
Madison, WI 53707-7921



December 10, 2012

Dear Stakeholder:

Wisconsin's commitment to business is also yielding improved environmental performance and community engagement. Businesses, large and small, regulated by DNR and not regulated by DNR, for profit and not for profit, are all resonating with the Green Tier mission Advantage Business, Advantage Environment. Simply put, the Governor's direction to significantly increase participation is the focus of this report and our driving goal for Green Tier going forward. Executive Order 69 directs increased participation through leadership, innovative sector incentives, partnership and participant accessibility and service.

In this report you will meet many of our participants talking about their business case that sustains their participation and provides impetus for new members. Business leaders such as Phillips Plastics, Menasha Packaging, Roundy's, Johnson Controls, SC Johnson, Mortgage Guarantee Insurance Corporation (MGIC), Boldt, Miron, 3M and Affinity Health Systems shine a spotlight on leadership and profitability. Strong foundations have been set for sector relationships for enhanced participation by drawing on existing participants such as Serigraph, WS Packaging, Arandell, Northern Engraving, Times Printing and Ripon Printers just to name a few. Our small and medium sized participants will be tapped for insights to stimulate participation. Innovators in small business (20% of the current participants) such as Standard Imaging, Tosca, Lakefront, Capital and Central Waters Breweries, CW Purperero, and Berres Brothers will help guide us to the small business strategies directed by Governor Walker. Our participants are key to making the Green Tier Advantage both real and more accessible.

In the United States, Wisconsin has the most comprehensive set of tools for sustainably-minded companies to create business value and build environmental credentials. Our efforts will align with partners so that results are comprehensive and linked to business needs. In this report, you will be introduced to some of our key partners, Wisconsin Manufacturing Extension Partnership, Wisconsin Sustainable Business Council, Economic Development Organizations and Wisconsin Economic Development Corporation. Each is uniquely positioned to add to the business case for companies and sectors. We are committed to being an effective partner in the drive to support the competitive position of Wisconsin businesses pursuing sustainable and profitable practices.

Increasing Green Tier participation is our goal. Executive Order 69 clearly challenges us to increase participation with tools (EMS and online access) that will make Green Tier more attainable for small and medium sized businesses and sector-based incentives for small, medium and large businesses. You will see the organization that has been put in place to be responsive to the challenge, the sector teams started to build the incentives, and the groundwork to strengthen economic development relationships at the local, regional and statewide level. We are poised to use the strengths of Green Tier and the strength of increased participation to deliver strategies for job creation and additional capabilities for job creators.

Sincerely,

Cathy Stepp  
Secretary, Wisconsin Department of Natural Resources



# ADVANTAGE: BUSINESS ADVANTAGE: ENVIRONMENT



Nikita Exterovich/DNR

Green Tier participation is an opportunity for Wisconsin businesses, encouraging exceptional environmental performance and growth for businesses of all sectors and sizes.

We invite you to explore our 2012 Biennial Report, highlighting the benefits of participating in Green Tier.

For more information on DNR and Green Tier go to [GREENTIER.WI.GOV](http://GREENTIER.WI.GOV)  
Also, you can follow us on Facebook and Twitter for breaking news and updates.

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The voices of those working with Green Tier offer valuable insight into its value for the Wisconsin business community. We interviewed six individuals with experience and involvement in the program to share their thoughts on the strengths and success of Green Tier.



# PARTICIPANTS

## TIER 1

**3M Company**   
Cumberland

**ABB, Inc.**  
New Berlin

**Affinity Health System**  
Appleton

**American Transmission Company**  
Waukesha

**Arandell Corporation**  
Menomonee Falls

**Berres Brothers Coffee Roasters**   
Watertown

**The Boldt Company**  
Appleton

**Briess Malt & Ingredients Co.**   
Chilton, Waterloo

**Capital Brewery**   
Middleton

**Cardinal IG**  
Spring Green

**Casaloma Development Corporation**  
Appleton

**Central Waters Brewing Company**   
Amherst

**Cortec Corporation**  
Eau Claire, Spooner

**Cottonwood Dairy, LLC**   
South Wayne

**Crave Brothers Farm**   
Waterloo

**C.W. Purpero, Inc.**   
Oak Creek

**Donaldson Company, Inc.**   
Baldwin, Stevens Point

**Edgerton Contractors, Inc.**   
Oak Creek

**Edgewood College**  
Madison

**Evonik Goldschmidt Corporation**  
Janesville

**Federal Foam Technologies**  
New Richmond

**Flambeau River Papers**   
Park Falls

**Fredman Bag Company**   
Milwaukee

**Frito-Lay**  
Beloit

**Godfrey & Kahn S.C.**  
Milwaukee

**Holsum Dairies LLC**  
Hilbert

**Homburg Contractors, Inc.**   
Monona

**Hutchinson Technology, Inc.**  
Eau Claire

**Johnson Controls, Inc.**  
Milwaukee

**La Crosse County Solid Waste Department**   
La Crosse County

**Lakefront Brewery, Inc.**   
Milwaukee

**Lauterbach Group, Inc.**   
Sussex

**Marquis Yachts, LLC**  
Pulaski

**Menasha Packaging Co., LLC**   
Neenah, Hartford, Green Lake

**Miron Construction Co.**   
Neenah

**Mortgage Guaranty Insurance Corporation (MGIC)**   
Milwaukee

**Patrick Cudahy, Inc.**   
Cudahy

**Perfect Environmental Performance**  
Madison

**Perlick Corporation**  
Milwaukee

**Phillips Plastics Corporation**  
Eau Claire, Menomonie, New Richmond, Medford, Phillips

**Plastic Ingenuity, Inc.**  
Cross Plains, Mazomanie

**Ripon Printers**  
Ripon

**Rockwell Automation**  
Ladysmith, Mequon, Milwaukee, Richland Center

**Roundy's Distribution Center**  
Oconomowoc

**SC Johnson & Son, Inc.**   
Racine

**Short Elliot Hendrickson Inc (SEH)**   
Appleton, La Crosse

**SunRay Dairy**   
Mindoro

**Standard Imaging**  
Middleton

**Stericycle, Inc.**  
Sturtevant

**R. Stresau Laboratory, Inc.**  
Spooner  
**Times Printing Co., Inc**  
Random Lake

**The Toro Company**   
Tomah

**TOSCA LTD.**  
Green Bay

**Veolia ES Technical Solutions**  
Menomonee Falls

**Veridian Homes**  
Madison

**Winsert, Inc.**  
Marinette

**Wisconsin Department of Military Affairs** 

**Wisconsin Industrial Sand Co.**   
Hager City, Maiden Rock, Menomonie

**WS Packaging Group, Inc.**   
Algoma

**Yaggy Colby Associates, Inc.**  
Delafield

## TIER 2

**Appleton Coated, LLC**   
Combined Locks

**Bosch Packaging Technology, Inc.**   
New Richmond, Shell Lake

**Lucas-Milhaupt, Inc.**  
Cudahy

**Kimberly-Clark Corp. Experimental Mill**  
Neenah

**Madison Gas and Electric Co.**  
Madison

**Serigraph, Inc.**  
West Bend

## CHARTERS

**Clear Waters Initiative**

**Dairy Business Association Green Tier Advancement Project**

**Development Council's EccoDev**

**Legacy Communities Charter**

**Wisconsin Master Logger**   
**Environmental Results Charter**

## ECPP

**Northern Engraving Corp.**  
Sparta, Holmen, West Salem

**Packaging Corporation of America**  
Tomahawk

**3M Company**   
Menomonie



# WHO WE ARE

## Green Tier



## GREEN TIER

### GREEN TIER PARTICIPANTS RECEIVE THESE BENEFITS AND MORE

- PUBLICITY
- GREEN TIER BRAND
- LIMITED CIVIL IMMUNITY
- DNR SINGLE POINT OF CONTACT
- REDUCED INSPECTION FREQUENCY  
(WITH A FUNCTIONAL EMS)

### Going Beyond Compliance

Green Tier has become more than a law. Green Tier is DNR staff from many programs creating relationships with businesses, communities and organizations pursuing superior environmental and economic performance with the recognition and support envisioned in the law. Green Tier was created and has been sustained with bipartisan support. Green Tier has been improved by advice from a balanced representation of external advisors, partners with whom DNR has jointly developed unique, value-added products and stakeholders whose suggestions have become integral program components. Green Tier is now the legal context within which flexibility, recognition, publicity, collaboration, innovation and technology transfer are developed and shared. Despite the severity of the recession and the difficult

economy, Green Tier has provided regulatory flexibility through permits and contracts that brought new products to production faster, used less agency resources and reduced the administrative burden of regulations. Green Tier working relationships have resulted in work to enhance and support environmental credentials between Green Tier participants and their customers. DNR has worked with companies to secure additional recognition, support new funding for execution of participants' business plans and secure assistance to execute programs such as energy efficiency and many others that add to the bottom line and environmental performance. Through these and other measures DNR has been in a position to support business strategies to survive in a tough economy, create competitive advantages during recovery and in some cases continue to grow despite the tough



DNR Archives

economic climate. Green Tier cannot take credit for some very business savvy decisions, but the tools and relationships DNR did get positioned to do its part in the execution of those decisions.

The Environmental Cooperation Pilot Program, Tier 1 and Tier 2 Green Tier Participation, Green Tier Charters and the Environmental Compliance Audit Program are the functional components of Green Tier. The program is housed in the new Office of Business Support and Sustainability but all of those functional components were created long before sustainability became a driving factor for economic, environmental and community growth. Program administration is managed by DNR staff with very diverse business, environmental and community backgrounds and further supported by DNR staff dedicated to a customer service focus for their special participant. All are committed to making Wisconsin the Ideal State for growing a green bottom line.

Green Tier is about commitment. Companies are committed to using their environmental management systems to deliver performance, working with the DNR to publicly share their performance and test the rigor of their work through the use of third party verification. There is a clear recognition of responsibility and an



Shelley Heilman/DNR

*Green Tier welcomed four of Menasha Packaging Company's facilities into the program. L - R: Mark McDermid, DNR; Jim Kotek, CEO and president, Menasha Corp.; Jean Romback-Bartels, acting regional director, DNR; Morgan Wiswall, purchasing initiatives and sustainability manager, Menasha Packaging; Mike Waite, president, Menasha Packaging; Tom Eggert, DNR; and Bruce Urben, DNR.*

ongoing commitment to transparency and performance. Commitment also comes from the DNR to work with the company to find the right people to create innovative and productive working relationships. The commitment is also there to solve problems and share successes to accomplish sustainable practice by facilitating the regular exchange of information, taking on advocacy within the DNR for better practice and dedication to the same measure of continual improvement as participants. We recognize that all of the things above that define who we are now place us in the position of having to take participation to scale. The focus will be on sectors, ease of access, additional value and continued high levels of overall performance.



# Q & A

WITH PROFESSOR JOHN KATERS



UNIVERSITY of WISCONSIN  
GREEN BAY

## HOW HAS GREEN TIER IMPACTED YOUR PROFESSIONAL RELATIONSHIPS?

The mission of the Environmental Management and Business Institute (EMBI) at the University of Wisconsin–Green Bay (UWGB) is to work with both public and private sector partners throughout the New North region to make the region synonymous with sustainability and environmental leadership. Today’s public view has evolved to where “good business” is not only profitable, but is also recognized for good stewardship of the environment. One of the key components of EMBI is a Certificate in Environmental Sustainability and Business, which has both course and internship requirements. The involvement of EMBI in Green Tier has allowed for additional business partnerships to be established in the region, providing practical and hands-on internship opportunities for EMBI students to fulfill the certificate requirements, while helping companies with participation in Green Tier.

## HOW DO YOU SEE SUSTAINABILITY IN BUSINESS IMPACTING ECONOMIC GROWTH AND JOB CREATION?

Sustainability, no matter how broadly or narrowly it is defined, is an extremely critical aspect of business success these days. There can be internal drivers, such as improved profitability or environmental performance, or external requirements from customers like Procter & Gamble or Wal-Mart. There are numerous examples of local businesses that have been started or expanded around issues related to sustainability (energy efficiency, logistics, supply chain management, etc.). Businesses that embrace the principles of sustainability are more likely to have long-term success, due to increased efficiency and profitability that can be achieved while also attracting employees that want to contribute to this success. Although it is difficult to classify individual jobs as being “green”, nearly every job will need to incorporate sustainable principles in the future and Wisconsin is poised to be the leader in educating and training these future employees.

## WHAT DO YOU CONSIDER TO BE THE MOST PRESSING ISSUE FACING WISCONSIN’S SUSTAINABILITY EFFORTS?

Given the current economic environment, the most pressing issue from my perspective is the lack of a long-term vision on sustainability at the community level. With shrinking state and local budgets and increasing demands for additional tax cuts, all expenditures seem to be considered a cost by taxpayers and politicians alike. However, the reality is that some of these costs are critical and necessary investments, which can strengthen the long-term prospects of local communities when done with sustainability in mind. This is particularly true for investments like buildings, where the future operational costs may greatly exceed the cost of construction. By planning appropriately and incorporating green building concepts, future costs may be reduced considerably with little or no incremental capital costs. Businesses face similar challenges in terms of access to capital, payback requirements and internal competition for the capital that is available. Therefore, the greatest challenge for these companies is to meet shareholder expectations without sacrificing future savings and becoming unsustainable.

## WHAT SHOULD BE THE PRIORITIES IN ADVANCING SUSTAINABLE BUSINESS PRACTICES IN WISCONSIN?

Although there are often full-time positions in sustainability at large businesses in Wisconsin, small businesses may not have the resources available. However, these businesses may still have the same needs as larger businesses, which can become a barrier to their future growth and success. Therefore, information and resources on sustainability should be made more widely available to small businesses in Wisconsin. These resources could come from programs like EMBI, which allows student interns to work directly with business and industry, thereby training future employees on sustainability concepts while also assisting small businesses in achieving their sustainability goals. I also believe that Wisconsin should embrace its historical environmental roots (Gaylord Nelson, Aldo Leopold, etc.) and position itself as a national leader in sustainability, which requires skilled employees in engineering, environmental science, and business, just to name a few.



Courtesy of UWGB

### **WHAT ADVANTAGE DOES GREEN TIER PARTICIPATION BRING TO YOUR ORGANIZATION?**

Working with Green Tier has allowed EMBI to place additional interns in the community and identify other like-minded companies that can be used as case studies for sustainability. Ongoing participation in Green Tier should allow for more of these opportunities going forward.

### **WHAT ABOUT GREEN TIER DO YOU SEE AS MOST BENEFICIAL TO PARTICIPANTS?**

Green Tier allows for a stronger potential relationship with the DNR, while also providing opportunities to approach environmental issues in a more collaborative manner. In terms of EMBI's involvement with Green Tier, the involvement and questions from the students may cause businesses to take a new look at why they do or have done certain things. It is also good that Green Tier participants receive recognition for their efforts, as this is important in promoting the benefits of the program to others that might be interested in participating.

### **WHAT ROLE DOES COLLABORATION PLAY IN YOUR SUSTAINABILITY EFFORTS?**

UWGB has a campus Sustainability Coordinator that collaborates with EMBI, New North and other stakeholders in the region. There are regularly scheduled meetings to discuss ongoing sustainability projects and potential opportunities for the region. This sharing of information is extremely valuable in terms of demonstrating economic and environmental successes, while also enhancing the cultural aspects of sustainability.



# SINCE OUR LAST REPORT

## Office of Business Support & Sustainability

The DNR has formed a new Office of Business Support and Sustainability, comprised of the Bureau of Cooperative Environmental Assistance and the Office of Energy and Environmental Analysis. The purpose of this realignment is to:

- Provide proactive business support
- Encourage sustainable practices both internal and external to the DNR
- Promote organizational effectiveness
- Expand use of performance-based environmental programs.

Planning for future changes will be a collaborative effort not only between CEA and OEEA but also with our colleagues in the divisions with whom we have worked closely in the past. We fully expect to find new ways to accomplish more collaboration, develop new strategies to deliver business support and employ new techniques to pursue sustainable actions. Both programs have many exceptional accomplishments that have provided the basis for them coming together to strengthen both business support and sustainability. We expect to accomplish even more now that we are unified.

## Green Tier Advisors

DNR receives input and advice about Green Tier from a group of people with a variety of expertise, interests and perspectives. Since the last report the Advisors have:

- Evaluated program benefits in interviews with participants;
- Advised DNR on business sector development;
- Evaluated and provided advice on the effective use of Single Points of Contact for participants;
- Affirmed EMS functional equivalency and auditor certification approaches;
- Engaged United States Environmental Protection Agency (USEPA) on strategies to work with Green Tier as USEPA considers its role in sustainability; and
- Encouraged USEPA to advocate for an effective USEPA Compliance Audit Program complimentary to DNR's Compliance Audit provisions.

## ECPP Companies Move to Green Tier

The Environmental Cooperation Pilot Program (ECPP) laid the foundation for the development of Green Tier in 2004. Of the six original companies that participated in the pilot program, we are happy that four have committed to maintain their relationship with DNR by taking steps to participate in Green Tier:

- 3M Company
- Cook Composites and Polymers Co.
- Madison Gas and Electric
- Northern Engraving Corporation
- Packaging Corporation of America



## Regional Meetings Bring Green Tier Participants Together

- Taking the place of annual meetings, Green Tier's new regional gatherings provide an opportunity for the free exchange of ideas among participants, applicants, and guests at locations closer to home.
- The participants are engaged at the meetings in discussions about individual initiatives and practices with the intention of sending people home armed with ideas and strategies. If an idea or initiative resonates within the group, an additional meeting may be scheduled to further explore the idea, or it may be put on the agenda for the next meeting.
- Purpose of the meetings is to make connections, share information and successes among participants, solve challenges, transfer innovations and discuss sustainable practices and lessons learned in the development and delivery of superior environmental performance.
- To date six regional meetings have been held across the state and the effort will continue based on continued high interest and attendance.



Shelley Heilman/DNR

Green Tier's Laurel Sukup and Master Logger Don Peterson share an enthusiastic high-five at signing of Master Loggers Environmental Results Green Tier Charter.

## Green Tier Executive Order



In May 2012 Governor Scott Walker signed Executive Order 69 which directs DNR to enhance Green Tier to meet both environmental and economic development goals.

Following EO #69, DNR will increase access to the program by providing ready-to-use models for specific business sectors. DNR will also work in conjunction with the Wisconsin Economic Development Corporation to proactively reach out to Wisconsin's businesses in order to effectively communicate the benefits of the program. "This program has produced enhanced, voluntary collaboration with businesses to yield environmental and economic gains aligned with their business plan as opposed to prescribing inefficient and burdensome actions that impede a productive business model," said Governor Scott Walker. "The next step is to increase program participation."



Lakefront President  
Russ Kilsch



Green Tier SPOTLIGHT



GREEN TIER

## THE BREWING SECTOR

Within the craft brewing sector, brewers are interested in how their efficiency practices measure up to that of other brewers. Having a Green Tier Sector Development Specialist that can share best practices, ideas and accomplishments between brewers has resulted in the quicker uptake of innovative technological and operational approaches. When the craft brewers grow big enough to require permits from DNR, they will already have in place technology and practices that will put them way beyond compliance minimums. This will allow continued growth without delays or changes to business operations. This cluster of businesses is measuring their economic and environmental performance, and initial results show remarkable progress in greening the bottom line. While gross production increases 20%, Green Tier participants are reducing the amount of water needed to brew each barrel.

Lakefront Brewery reduced greenhouse gases by 33% between 2008 and 2011 per barrel of beer while increasing production by 27% during the same period. Central Waters Brewery also set an astonishing pace of almost 2.5 Bbls of water used per Bbl. of beer produced in 2011.





# Q & A

WITH BREWER RUSS KLISCH

## WHAT ADVANTAGES DOES GREEN TIER PARTICIPATION BRING TO YOUR BUSINESS?

The recognition element of Green Tier is very important to Lakefront. You get the certification that you are indeed a “green” company, a stamp of approval from the authority that is the WI DNR. The networking mentioned above is also very advantageous for us.

## HOW HAS GREEN TIER IMPACTED YOUR PROFESSIONAL RELATIONSHIPS?

Our interaction with customers regarding sustainability is primarily through “green tours” that we offer at our facility on Fridays. We talk about how we are recycling our plastic barrels as rain barrels, and try to recycle as many pallets and packing peanuts as we can. We try to pass along the cost-cutting value of conserving energy, which is something they can do in their own homes. Our locally-sourced malt, hops and manufacturing equipment are also important; we try to mention that during our tours as well.

## WHAT EFFECTS HAS GREEN TIER PARTICIPATION HAD ON YOUR EMPLOYEES?

We explain to our new hires that we are a “green brewery”; we want people on our team that prioritize a green consciousness, and our Green Tier certification assures them that we really prioritize that in our daily operations. We try to keep a continuous loop of improvement on the job, doing things like enhancing the quality and sustainability of our equipment as it is replaced over time. The staff begins to integrate that into their own activities on the job as well.

## HOW DO YOU SEE GREEN TIER IMPACTING ECONOMIC GROWTH AND JOB CREATION?

Wisconsin has a lot of energy efficiency companies that are helping businesses save money across the board. Their work often saves enough money that companies can hire more workers over

time, which is a great thing in these tough times.

## WHAT ABOUT GREEN TIER DO YOU SEE AS MOST BENEFICIAL TO PARTICIPANTS?

The big draw for us was the networking between companies, as well as between companies and experts in sustainable behaviors. The money savings and knowledge gained from other companies is great, helping us get better at what we’re doing over time.

## WHAT DO YOU CONSIDER TO BE THE MOST PRESSING ISSUE FACING WISCONSIN’S SUSTAINABILITY EFFORTS?

Right now there are some grants available for energy efficiency and sustainability in the state, but these are not going to last in the long-term. For example, we were planning to build a heat exchanger for our facility, and that money is no longer readily available. This will not halt all sustainability efforts in the state, but it could slow down the initial changes made by new participants. That initial hurdle is the hardest part for many companies in becoming more sustainable over time.

## WHAT ROLE DOES COLLABORATION PLAY IN YOUR CURRENT SUSTAINABILITY EFFORTS?

Collaboration has been an important part of our sustainability efforts in that we’re able to see how other breweries are addressing sustainability. The network of Green Tier companies has helped us find, for example, vendors that might be able to help us recycle our materials at a better price. Networking with our contractors has been helpful as well; many of them are very knowledgeable about energy efficiency, a major cost-saving measure that we have tried to implement at Lakefront. The DNR is also a good resource at times, particularly through Green Tier,



# RESULTS

## The Green Bottom Line



### BERRES BROTHERS COFFEE ROASTERS

Reduced the amount of storm water runoff leaving their property in 2011 by constructing rain gardens. The cost of the rain gardens is offset by a reduction in local fees allowing them to recover the entire cost in less than two years. In the short time since installation, they have prevented more than 388 pounds of suspended solids from entering the Rock River.



equally important to note that it is not a comprehensive comparative measure. For this report in particular, we know that economic trends have had an impact but the data is not sophisticated enough for correlation/impact of economic conditions on environmental trends.

What is important is that each participant is measuring and managing their results for their commitments and transparently sharing their performance information not only with the department but also with other participants and on the web. Given energy expenses and the corresponding environmental benefits, energy is clearly one of the major recipients of participant interest and resources. Similarly supply chain, process and product improvements have been major contributors to savings and market performance. As a result of their efforts, air emissions and waste continue to be reasonable indicators of trends that drive conversations between participants and the department as new goals are set and pursued.

### Progressing beyond compliance goals

Business profitability is affected in many ways. One of the common themes is that participants are seeing advantages for their business in savings, certainty and success when they undertake environmental projects. Recounting all of the business successes in this space is not possible, so examples have been identified that are representative of the many environmental and economic gains realized by

A simple play on words has never held more meaning. Participants have repeatedly shown they can increase profitability while reducing their impacts using an environmental management system (EMS). Green Tier participants attest to the direct connection between economic savings and superior environmental performance. Their systematic approach to protecting their triple bottom line is defining how they do business.

Surprisingly, few measures are available that would allow comparison of participants and non-participants in environmental performance programs. As a result, we continue to use emissions and hazardous waste generation as an indicator of performance but it is



Green Tier companies.

First, hard dollar savings from environmental projects contributes to the bottom line at many Green Tier companies. Ripon Printers noted in their annual report that their continued membership in Green Tier has helped improve environmental and economic performance. Accomplishments in energy efficiency, waste reduction and water conservation improved environmental performance, appealed to

**Participants are seeing advantages for their business in savings, certainty and success when they undertake environmental projects.**

new and existing customers and reduced operating costs for years to come. Savings are also realized from discrete projects at Green Tier companies. At 3M-Cumberland, energy consumption was reduced by \$21,000/yr. by increasing the efficiency of air compressors. Joe Baumann, Facility Manager for Veolia ES Technical Solutions, noted “the bottom line savings of \$162,465 clearly shows that putting our Green Tier/ISO14001 program in place not only pays for itself but also adds value to our business. We are a living example of the *Advantage: Business/Advantage: Environment* tag line.”

Energy savings are the most common projects generating savings for participants. Flambeau River Papers saved 12% in electrical costs by upgrading the system that bubbles air through their wastewater treatment system. The mill also saved over 93,000 kilowatt hours with more efficient lighting. The power of the savings is not only that they occur in the year that the investment was made, but that they continue to occur year after year.

In addition to the economic savings, Green Tier participants are staying ahead of regulatory requirements. Jeff Jaekels at Madison Gas and Electric said “our initiative to switch fuels at the Blount Generating Station resulted in significant emission reductions ahead of regulatory requirements. This gave us more flexibility to meet our business objectives.” Phillips Plastics noted “As a result of the solvent still usage, the Custom I facility became designated as conditionally exempt from hazardous waste regulation (moving from being classified as a Small Quantity).” Green Tier companies add certainty to their bottom line by creatively and effectively addressing environmental risk. Success in superior environmental performance provides benefits

**3M**

Flambeau River  
**Papers**

**VEOLIA**  
ENVIRONMENTAL SERVICES





Nikita Exterovich/DNR

*Serigraph's Nick Leifeld, VP of Corporate Compliance and Chairman John Torinus show DNR Secretary Cathy Stepp an example of their precision screen printing at their West Bend facility.*

**Phillips**  
PHILLIPS PLASTICS CORPORATION®

**Serigraph** inc.®



**Arandell Corporation**

**RIPON**  
PRINTERS

**TIMES**  
PRINTING

**MGoe**®

valued by customers, investors and communities. Developing a reputation for innovation and environmental excellence provides a social license to expand, pursue new markets and retain customers that might be looking for a sustainable business. As DNR begins implementation of sector based strategies, consider the record of successes that Green Tier printers are building and sharing:

- Arandell reduced volatile organic compounds by 20 tons per year by retrofitting their printing presses with a more effective and efficient blanket wash. Arandell's reduction of volatile organic compounds reduces the amount of ground-level ozone, helping the community, the plant and the bottom line.
- Ripon Printers reused 98% of their waste ink by creating black ink from the ink left over after running a project, thereby reducing virgin product purchases.
- In the last six months, Times Printing changed a fountain solution that removed 3800 lbs of hazardous air pollutant (HAP) generating chemicals.
- Serigraph reduced HAPs by over 5,000 pounds a 33% reduction.

Finally, flexibility, resources and improved working

relationships are fundamental for achieving a green bottom line. By design, this work is tailored to meet unique business needs to improve both competitive position and profitability and adaptive to expedite participant access to resources.

- Serigraph can move equipment and change process lines without having to do a construction permit for each change
- 3M Menomonie has made 11 major changes without having to go through formal permitting processes
- For four participants, the DNR advocated successfully for water permit condition modifications to more specifically reflect business needs
- For two participants the DNR, in conjunction with the participant, worked directly with local permitting authorities in order to accomplish environmental and business objectives

Participants have received customized support for unique business needs including:

- Joint presentation to customers and prospective customers about the company performance accomplished under the program;

- Introductions to and connections with other participants as suppliers, customers and partners both for new business and for operational needs;
- Coordination of work going on in other states utilizing connections among the various state performance programs;
- Letter of support and phone calls to decision makers when competing for government grants and contracts;
- Advocacy for and use of Green Tier information in lieu of lengthy customer “sustainability” questionnaires or portions of those questionnaires;
- For all participants, access to an extensive web based library of sustainability articles and case studies that are digested, categorized and searchable;
- For three participants, Green Tier is a part of their facility strategy for attracting corporate capital and corporate recognition;
- For all participants, the opportunity to meet quarterly not only with other Green Tier participants but also with Green Masters participants;
- Expedited and simplified access to the national Stewardship Action Council, DNR does the administrative work and the participants get the credit.

For all participants, a presence on the DNR website which companies have used as:

- A path to the actual company site;
- A place to which stakeholders, customers and investors are referred;
- A place to share ongoing accomplishments and recognition.

There is still much work to do and participants are continually identifying ways to strengthen the union between flexibility, adaptive working relationships, economic gain and superior environmental performance.



## THE SPOC ADVANTAGE

Green Tier helps participants achieve superior environmental performance by providing each participant with their own Single Point of Contact (SPOC) within the department. The primary role of a SPOC is to facilitate communications between the participant and the department. By doing so, the SPOC creates a working relationship which encourages information sharing about superior environmental and economic performance.

The SPOC is tasked with supporting and assisting the participant. However, we expect that the relationships developed through Green Tier will encourage experimentation and adaptation and produce beyond compliance environmental performance. Instead of a relationship that often begins anew with each contact with the DNR, the SPOCs are to develop and grow the relationship between

each participant and the DNR over time. The SPOC relationship is intended to be different from the traditional regulatory relationship in that it goes beyond regulation and is rooted in understanding how the department can help the participant:

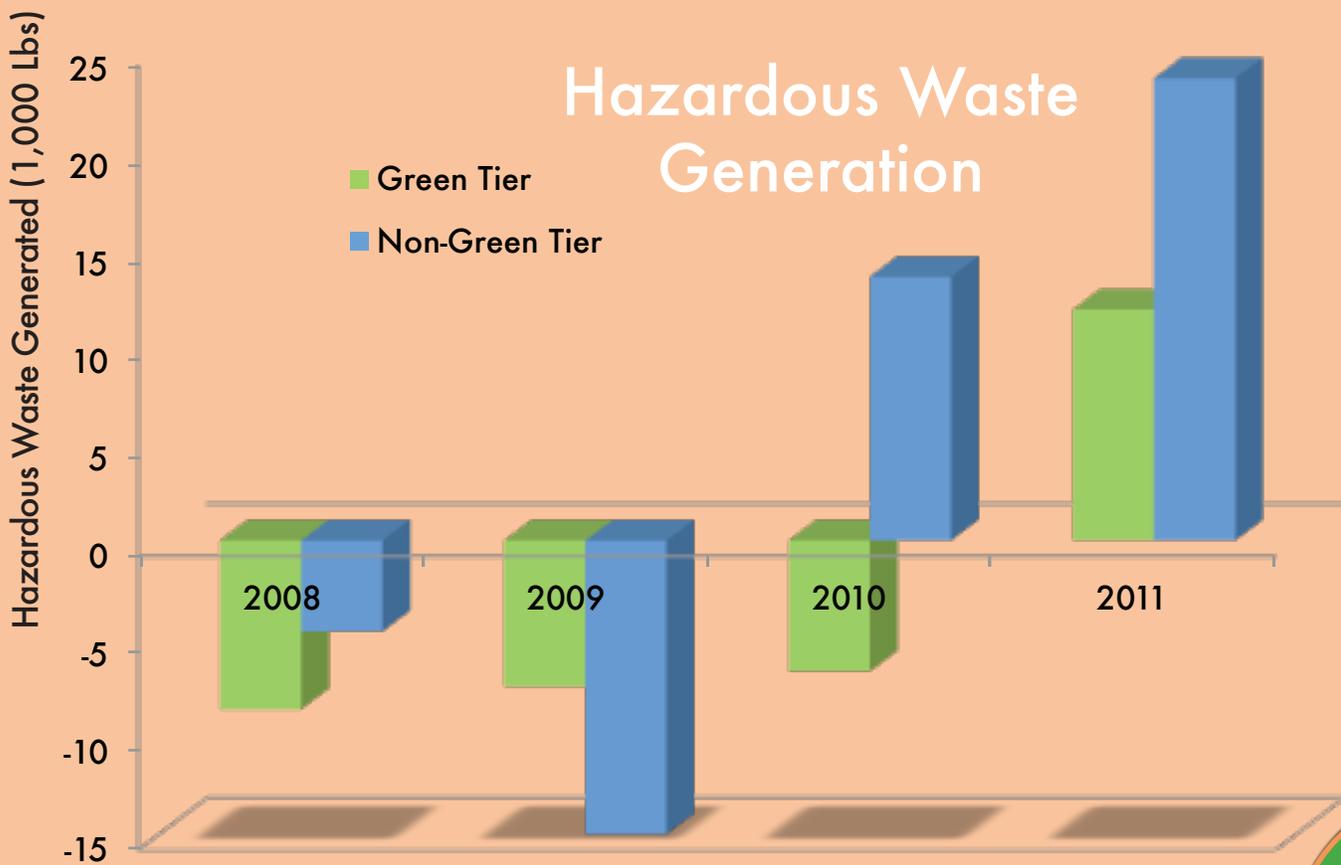
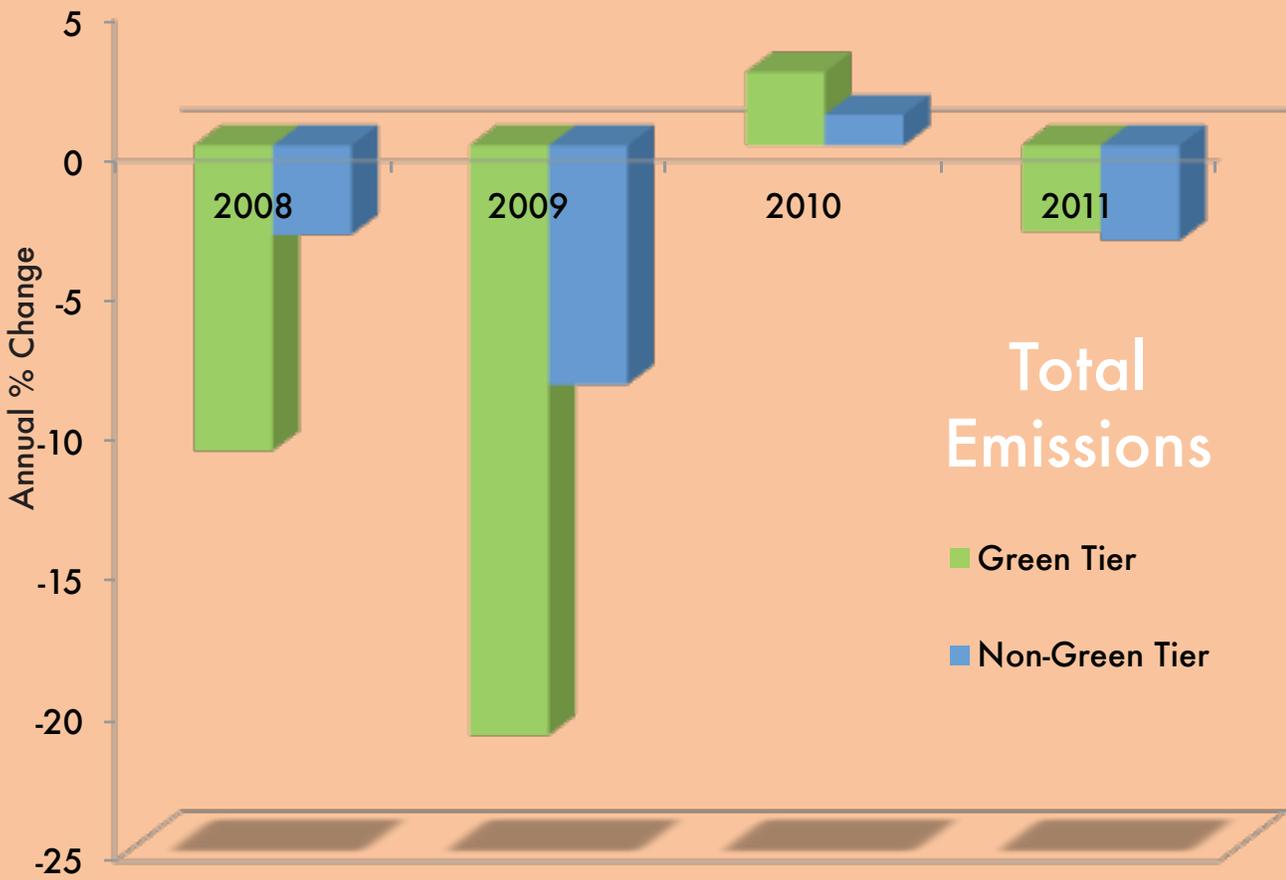
- **ACHIEVE** and maintain superior environmental performance;
- **RECEIVE** the most from their environmental management system;
- **SHARE** the results of their environmental management system; and
- **GROW** and reach economic goals.

# EMISSIONS AND HAZARDOUS WASTE

The graphs on the following page show the relative environmental performance of companies enrolled in Green Tier compared to companies who are not. The graphs indicate that Green Tier companies have generally performed better than companies not enrolled in the program. Note that the economic recession and subsequent recovery have had a clear impact on the results.



Green Tier participants help DNR achieve our mission of protecting and enhancing natural resources - our air, land, water, wildlife, fish and forests. As pictured here, some do natural landscaping and prairie restoration on their property.



# Q & A

WITH EXECUTIVE DIRECTOR STEVE HINIKER



1000 FRIENDS  
OF WISCONSIN

## HOW HAS GT IMPACTED YOUR PROFESSIONAL RELATIONSHIPS?

Through our participation in Green Tier we have developed a closer and more positive working relationship with Charter members (participating municipalities and NGO signatories), as well as the DNR. The close working relationship between the DNR and municipalities has fostered relationships that will pay dividends in the years to come. We have also been able to explore policies that give municipalities the ability to protect the environment while saving money.

## HOW DO YOU SEE GREEN TIER IMPACTING ECONOMIC GROWTH AND JOB CREATION?

Sustainability programs, including those supported by Green Tier, help assure that municipal operations are efficient and that they consider all impacts on the environmental, fiscal and social health of the community. This process gives administrators a better understanding of various policy options and true costs of various policies. The end result is intended to improve the environmental, fiscal and social wealth of the community.

Since businesses increasingly have the option of locating in any community, those that address environmental, fiscal and economic issues will be better positioned to retain existing businesses and attract new companies.

## WHAT ROLE DOES COLLABORATION PLAY IN YOUR SUSTAINABILITY EFFORTS?

Collaboration has allowed us to explore policy options that would not otherwise have existed. The DNR resources team, which consists of representative from many of the DNR's resource programs, have pursued ideas ranging from Emerald Ash Borer management plans to waterfront development plans to stormwater management programs.

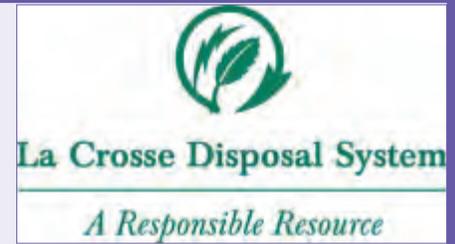
One specific example of the collaboration occurred in the City of



Courtesy of 1000 Friends of WI

Appleton where the city, the DNR, the U.S. Army Corps of Engineers and NGO environmental advocates (1000 Friends of Wisconsin) joined together to address all facets of a planned development—assuring that permit requirements for the development would be fully addressed in a compressed time frame. The collection of all participants in the room led to the breaking down of policy silos, ideas for better (and more time efficient) public participation and the approval of a project that would clean up old contamination, bring more people to the riverfront and restore degraded habitat. The Green Tier legacy Community Program was instrumental in pulling this together.

# Q & A



## WITH LA CROSSE COUNTY SOLID WASTE DEPARTMENT'S RANDY NEDRELO

### HOW DO YOU SEE GREEN TIER IMPACTING ECONOMIC GROWTH AND JOB CREATION?

Every business that I am aware of that has made a commitment to improving the sustainability of how they operate their business has had a positive economic result. Green Tier should be able to play a role in helping to reverse the perception that many people have of Wisconsin as a difficult state to work with regarding environmental regulations.

### WHAT ROLE DOES COLLABORATION PLAY IN YOUR CURRENT SUSTAINABILITY EFFORTS?

La Crosse County is in a unique situation compared to most other organizations in the program. We have had a Sustainability Coordinator for nearly five years. His duties include working with both public and private entities in the area of sustainability. In the La Crosse area there is a lot of interest in sustainable practices and a number of businesses and groups doing some very good things. Over the past year there has been a move toward greater collaboration between these various organizations. DNR played a role in the planning of a recent conference. Even though the outcome wasn't what we originally expected, the result was bringing people from varied backgrounds to discuss sustainability, share ideas and develop new relationships.

### WHAT EFFECT HAS GREEN TIER PARTICIPATION HAD ON YOUR EMPLOYEES?

Overall the people in this department have been proud of our accomplishments, since most of the things that we are doing in Green Tier we did before joining the program. Green Tier has helped to give a definition and name to the things that we are doing, not to mention the recognition as a sustainable business.



Courtesy of LaCrosse County Solid Waste Department

### WHAT ABOUT GREEN TIER DO YOU SEE AS MOST BENEFICIAL TO INCOMING/POTENTIAL PARTICIPANTS?

Green Tier is designed to accommodate a wide variety of participant needs. This program can provide recognition for environmental achievement, an opportunity for a closer working relationship with the WI DNR, and a level of regulatory flexibility and innovation unique to the state of Wisconsin.

### WHAT ADVANTAGES DOES GREEN TIER PARTICIPATION BRING TO YOUR ORGANIZATION?

For us the biggest advantage is that it helps us with our messaging to our customers, stakeholders and the public. How do you brand a landfill as environmentally responsible? This has been a struggle for a long time. Because of the waste diversion and other programs at our facility we can give our customers a greater level of assurance that their waste will be managed in a responsible manner. We feel this creates value. Green Tier has helped us with this message. To be recognized by DNR as a Green Tier participant gives us greater credibility.



# ADVANTAGE: BUSINESS ADVANTAGE: ENVIRONMENT



We present a series of examples showing how Green Tier is helping companies enhance their triple bottom line. These case studies represent companies that have recently joined the program, and ones that have been around for years. Green Tier offers participants environmental guidance, recognition and marketing assistance, and the personal relationship that a Single Point of Contact allows.



# GREEN GROWTH

Advancing Business with Green Tier

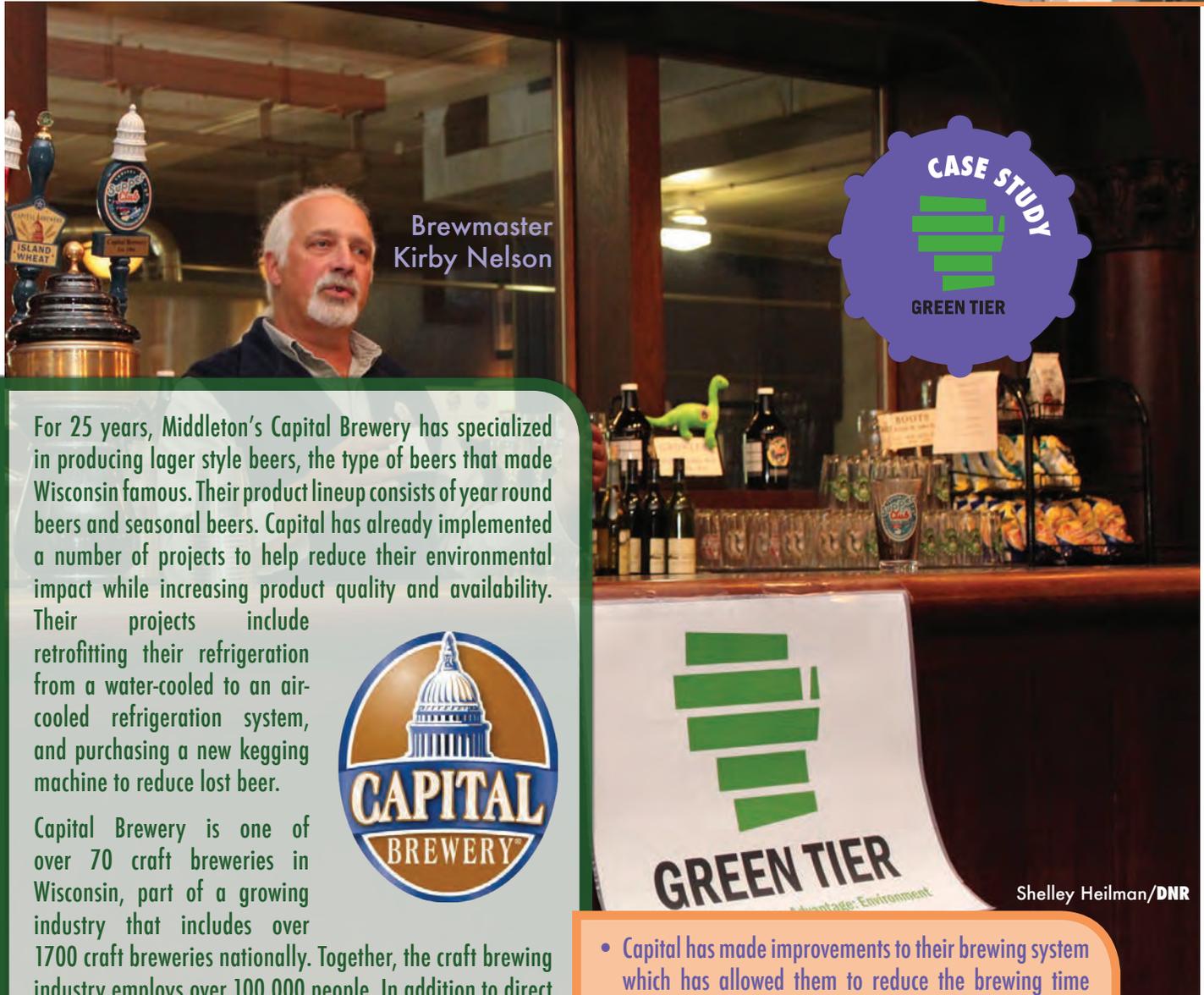


Breaking ground at  
LaCrosse County Landfill  
Nikita Exterovich/DNR



# GROWTH

## Advancing Business



Brewmaster  
Kirby Nelson



For 25 years, Middleton's Capital Brewery has specialized in producing lager style beers, the type of beers that made Wisconsin famous. Their product lineup consists of year round beers and seasonal beers. Capital has already implemented a number of projects to help reduce their environmental impact while increasing product quality and availability. Their projects include retrofitting their refrigeration from a water-cooled to an air-cooled refrigeration system, and purchasing a new kegging machine to reduce lost beer.

Capital Brewery is one of over 70 craft breweries in Wisconsin, part of a growing industry that includes over 1700 craft breweries nationally. Together, the craft brewing industry employs over 100,000 people. In addition to direct employees, brewers also create jobs through their supply chains. Capital develops local suppliers for ingredients for their beers, such as wheat grown on Washington Island and hops grown in Ghorst Valley. When expanding their fermentation cellars, Capital chose W.M. Sprinkman of Elroy to fabricate the tanks that were to be used in the expansion.



Shelley Heilman/DNR

- Capital has made improvements to their brewing system which has allowed them to reduce the brewing time needed per batch by approximately 35%. This reduced energy consumption and greenhouse gas emissions while increasing their beer supply.
- Capital works with a local farmer who reuses spent grain for food nutrients for his herd. This results in about 1,000,000 pounds of grain/yr being used twice.
- Capital has received and is working on a Product Stewardship Initiative to find immediate additional ways to reduce their environmental footprint.

# MGIC

Mortgage  
Guaranty  
Insurance  
Corporation  
(MGIC) is a

founder and leader of the private mortgage insurance industry. The corporation is the nation's leading provider of private mortgage insurance, covering 1.1 million mortgages. MGIC is the first financial institution to join Green Tier and enters the program having no environmental regulatory relationship with the DNR. The corporation has been in business since 1957 with a Wisconsin headquarters of 650 employees.

MGIC's social responsibility includes a commitment toward environmental sustainability, including: energy and water conservation, investigation and use of economically practical renewable sources of energy, and waste reduction.

Environmental efforts and progress are shared

with all MGIC coworkers to both engage and inform them. All coworkers are welcome to share their ideas or questions and participate in MGIC's sustainability mission. It is also the company's hope that coworkers transfer (in practice) some of what they see or learn about during their workdays to their homes and families.

## Some of MGIC's Environmental accomplishments include:

- saved \$36,000 on lighting and motor controls;
- reduced electrical consumption by 13% by adjusting heating, venting and air conditioning temp/run times;
- installed occupancy sensors to control lighting, saving \$89,000 in seven years; and
- reduced carbon footprint by 11%.



## MGIC's Goals for 2013

- Prepare LEED for Existing Buildings application
- Begin evaluation of a hybrid vehicle in the leased vehicle fleet
- Achieve Energy Star certification for the facility
- Integrate submetering software for electrical, steam and water consumption monitoring within building automation system
- Continue to replace air handlers in year four of eight year program





Affinity Health System is a regional, integrated health care delivery system focused on community-based, accessible care. Their network includes more than 200 physicians, 22 clinics, three hospitals, an insurance plan and specialty health care centers.

St. Elizabeth Hospital in Appleton (an Affinity Healthy System hospital) obtained their ISO 14001 Certification, and is the first to earn this recognition in the United States. An ISO 14001 Certification requires that the hospital implement an environmental management system that conforms to worldwide environmental standards. Earning this certification sets Affinity Health System apart from other health care systems nationwide.

Under Green Tier, Affinity Health System plans to continue its dedication to environmental excellence. Affinity Health System has proven its dedication to going beyond environmental compliance by:

- Eliminating all mercury use in 2006;
- Implementing extensive recycling and hazardous waste disposal programs;
- Training all employees on environmental policies;

- Installing a vegetative roof on the St. Elizabeth Hospital Heart, Lung & Vascular Center;
- Achieving Leadership in Environmental and Energy Design (LEED) certification on five clinics and St. Elizabeth Hospital;

***"This exciting achievement not only affirms our commitment to continuous improvement, but it helps us understand our ecological footprint in health care as we strive to perform beyond compliance."***

***—Gary Kusnierz, VP of Performance Excellence for Affinity Health System.***

- Purchasing 70% of the St. Elizabeth Hospital Heart, Lung & Vascular Center’s electricity from renewable energy sources.

In addition to it’s ISO 14001 Certification, St. Elizabeth Hospital recently earned the U.S. Environmental Protection Agency’s Energy Star Award for energy efficiency and environmental protection. This signifies that the hospital building’s energy performance rates in the top 25% of facilities nationwide.



Courtesy of Affinity Health



**Green roof on St. Elizabeth Hospital Appleton reduces cooling costs in addition to its aesthetic value.**



Mike Griffin is the Single Point of Contact for Perlick, a small family-owned company in Milwaukee. Perlick was the subject of a surprise EPA inspection in early 2012. According to Mike, "it was a little awkward for me to participate in the EPA inspection because I have a lot of training on the inspector side. Yet, here I was feeling like I was on Perlick's side." According to Doug Graf, environmental manager at Perlick, "Mike took me aside to reassure me that EPA was just there to look at our operations." Doug valued the feeling of working with DNR to understand and respond to the EPA.

Doug subsequently hired a consultant to provide requested information to EPA. According to the consultant, Mike Griffin helped him make sense of the EPA letter and understand what EPA was looking for. The consultant added, "Griffin assured me that the DNR was not trying to 'catch' Perlick, but rather was committed to helping them respond to EPA."

Green Tier provides an opportunity for regulatory staff, like Mike Griffin, to develop an alternative relationship with a company. There are benefits to both the company and to DNR staff.

*"Griffin assured me that the DNR was not trying to 'catch' Perlick, but rather was committed to helping them respond to EPA."*

*– Mike Seeliger,  
Consultant to Perlick Corporation*



Environmental Manager  
Doug Graf of Perlick, and  
SPOC Mike Griffin

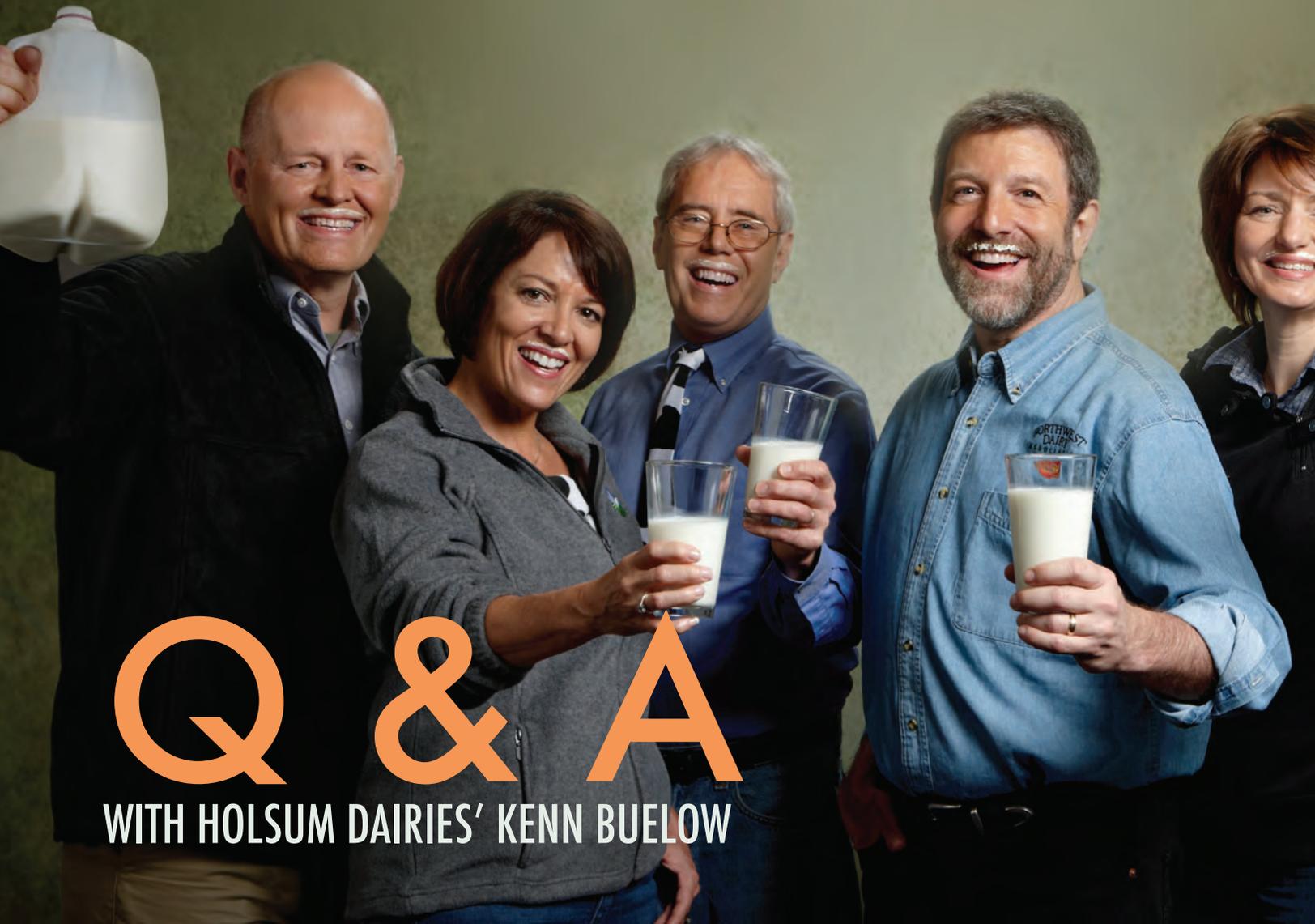


### *HOW HAS GREEN TIER IMPACTED YOUR PROFESSIONAL RELATIONSHIPS?*

Initially the concept of “Green Tier” meant very little to most of the individuals and companies involved in our enterprises. But with more businesses participating in Green Tier and the concept of sustainability having begun to take hold, our community and business partners have become increasingly familiar with Green Tier. For two of our customers, our Green Tier status and the associated environmental management system (EMS) were critical to their decision to work with us. They had the confidence that their brand name would be impacted only positively.

### *WHAT EFFECT HAS GREEN TIER PARTICIPATION HAD ON YOUR EMPLOYEES?*

The concepts and systems learned during the development of the EMS improved all our systems for managing the business. This was especially true when we strengthened our employee and facility safety program. While they were hesitant at first, our employees had plenty of good suggestions; they enjoyed contributing. Having the environment and sustainability as a focus of business brings many opportunities for positive recognition, which is good for our business, the industry, and employee morale. It helps provide positive feedback for our employees when their communities recognize our efforts.



**Q & A**

**WITH HOLSUM DAIRIES' KENN BUELOW**

### WHAT ROLE DOES COLLABORATION PLAY IN YOUR SUSTAINABILITY EFFORTS?

Our sustainability efforts only work because of the close collaboration we have with area farmers, vendors, and businesses. The farmers and their land base are essential to the cycle of nutrients from soil to crops to feed to cows to manure and back to soil. The vendors assist by suggesting improvements to our internal operations, knowing that we are open to progressive ideas. Many of the businesses we work with understand our focus on preserving and improving the environment. Because of our focus, some have experimented and innovated, resulting in greater sustainability for their businesses.

### HOW DO YOU SEE SUSTAINABILITY IN BUSINESS IMPACTING ECONOMIC GROWTH AND JOB CREATION?

Profitability is a key component of sustainability. As resources become more limited, costs rise. Any business that efficiently recycles resources has a high probability of increased profit. Similarly, handling waste products is exceedingly important—they are becoming more expensive to dispose of and to handle. A business that can process the waste products into a value added product is being more sustainable and almost certainly more profitable.

### WHAT DO YOU CONSIDER TO BE THE MOST PRESSING ISSUE FACING WISCONSIN'S SUSTAINABILITY EFFORTS?

A single industry will find it extremely difficult to be sustainable without working with other industries to find/develop new sources of inputs and utilization of waste products. This collaboration takes communication, understanding, effort, and planning. The DNR can play a pivotal role connecting industries, collecting data, providing experts, and allowing regulatory flexibility. Governmental budget cuts will set some of the effort back. Nationally, the Innovation Center for U.S. Dairy provides a robust website with many helpful references for the dairy industry.

### WHAT ROLE DO YOU THINK YOUR BUSINESS SECTOR PLAYS IN ADVANCING SUSTAINABILITY AS A WHOLE?

The dairy industry has a dairy sustainability initiative that was started in 2007 through the Innovation Center for US Dairy. The focus is industry-wide on milk production, transportation, and processing aspects and their impacts on energy utilization and production, carbon footprint, water utilization and quality, food safety, and air quality. The industry has included regulatory agencies, environmental groups, and other industries to develop understanding and consensus on the path forward. A 2011 report is available.



Kenn Buelow of Holsum Dairies LLC (far left) stands with other recipients of 2011 U.S. Dairy Sustainability Awards from the Innovation Center for U.S. Dairy. Holsum Dairies LLC was awarded the Elanco Award for Outstanding Dairy Farm Sustainability.

Courtesy of Holsum Dairies



# TOGETHER

## Fostering Collaboration



## GREEN TIER CHARTERS

The Green Tier law authorizes “charters” to be a legal tool to bring entities together to take advantage of an environmental opportunity. Green Tier uses charters in a number of innovative ways with groups committed to putting their energies behind specific goals.

Each of these charters brings members together to address specific issues while improving their performance.

The Department is currently involved with five Charters.

- Clear Waters Initiative
- Dairy Business Association—Green Tier Advancement Project (DBA-GTAP)
- Development Council’s Environmental Compliance Corporation for Development and Economic Vitality, Inc. (ECCoDEV)
- Legacy Communities
- Wisconsin Master Logger Environmental Results Charter

## Dairy Business Association— Green Tier Advancement Project

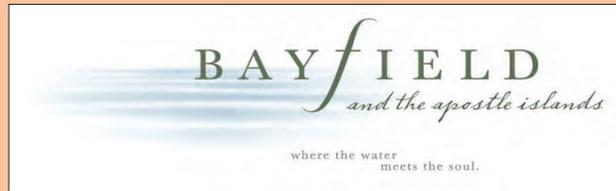
Green Tier Advancement Project DBA-GTAP: The goal of this Charter is to provide opportunities for Wisconsin dairy producers to achieve superior environmental performance by outlining model terms for dairy producer participation in Green Tier and assisting dairy producers, processors, or vertically integrated producer/processors to participate in Green Tier.



Dairy Business Association  
Green Tier Advancement Project

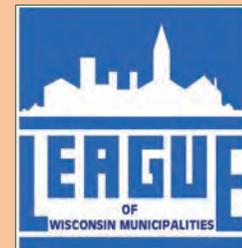


BAYFIELD courtesy of Roebot via flickr.com



## Legacy Communities

The Legacy Communities is a robust Charter that brings together 7 municipalities, 1000 Friends of Wisconsin, the Center on Wisconsin Strategy, Wisconsin Energy Conservation Corporation, Municipal Environmental Group—Wastewater, the League of Wisconsin Municipalities, and the Wisconsin Department of Natural Resources. This unique partnership allows for a rich collaboration to support the participating municipalities' efforts on implementing sustainability practices. The DNR developed a technical resource team with specific program experts to support the municipalities. Participants collaborated and developed a menu of items that the communities can choose from to develop their own sustainability plans. The Charter is not prescriptive, but rather offers many different options from which the communities can choose to best align with the goals of their municipality.





Phil Ejercito

## Clear Waters Initiative

This Charter is a partnership effort between the regulatory community and the building sector. In a unique structure the groups that play a

regulatory role, (Dane County, the City of Madison, the City of Sun Prairie and the Department of Natural Resources) collaborate with businesses in the building sector (Veridian Homes LLC and Homburg Contractors Inc.). Under this Charter, the regulatory community is involved with the planning phase of development projects offering a method to work together to ensure quality environmental results. Building sector members contribute resources to the Charter by self-reporting and working with third party auditors. The businesses offer a contractor training program and have established minimum performance standards for subdivisions and individual lots.



**VERIDIAN  
HOMES**

**HOMBURG**

**Monona, Wisconsin**



## Master Logger Environmental Results Charter

The Wisconsin Master Logger program represents loggers from across Wisconsin that are committed to going beyond compliance in harvesting practices. These dedicated professionals demonstrate their commitment to sustainable forestry by practicing environmentally sound approaches. They ensure that timber is harvested with high sustainability standards to guarantee Wisconsin's working forests continue to regenerate for this and future generations.

This Charter establishes a foundation on which voluntary methods are used to improve forest management practices for consistent protection of the state's natural resources. Charter participants commit to following the [Wisconsin Woody Biomass Harvesting Guidelines](#) as well as the Wisconsin Master Logger Certification Program's Seven Areas of Responsibility.

These seven areas include standards and practices to:

- protect water quality and soils;
- comply with regulations appropriate to a logging business;
- conform with acceptable silviculture and utilization standards;
- participate in ongoing training programs;
- apply aesthetic management techniques where applicable;
- follow management plans that are site specific and agreed to by the landowner; and
- use sound, ethical business management practices.



**MASTER LOGGER**

# cool choices

act today, preserve tomorrow



Cool Choices' mission is to assist individuals, communities and businesses in achieving meaningful reductions in greenhouse gas emissions through voluntary action. But it is not just Cool Choices' mission that caught Green

Tier's attention. Many programs dedicated to reducing emissions concentrate on education; Cool Choices inspires lasting changes using best practices from the social sciences making change fun, social and easy.

Cool Choices' first initiatives have been partnerships with companies to increase employee engagement around sustainability via a fun, social and easy game format. In each instance, Cool Choices works closely with the company's green team to set goals and customize Cool Choices' game to local needs. The game framework is very flexible; participants earn points for real-world sustainable actions at work, at home or in the community. Cool Choices supplements the game with real-world events like lunch and learns.

An example of Cool Choices' work is the partnership with Green Tier participant Miron Construction Company in Neenah, Wisconsin. Miron staff worked with Cool Choices to develop iChoose, a real-world game where employees earned points by taking and reporting environmentally sustainable actions related to energy, water, indoor air quality, waste management and food. Cool Choices estimates that Miron employees will save thousands of dollars annually if they maintain these simple changes in their day-to-day behaviors. As part of the game, Cool Choices created a website where Miron participants could report their actions, check their standing on the leader board, and see stories and photos from their coworkers. The website also provided fact sheets and other learning opportunities related to the sustainable actions.



The Cool Choices program uses competitive games to encourage companies' employees to make sound environmental choices both at work and at home. These can range from turning off the lights to reducing daily water use.

Cool Choices is working with the Energy Center of Wisconsin to conduct an evaluation of the Miron pilot and will share the Center's findings via the Cool Choices website in 2013. Cool Choices' success with Miron will hopefully encourage more Green Tier participants to get involved with Cool Choices in the future.



# Working Together

Wisconsin has the unique infrastructure and tremendous potential to lead the way toward a sustainable future. No other state offers the breadth and variety of support programs for institutions that are committed to environmental performance and sustainability. These programs include recognition and support programs, technical assistance programs and financial assistance programs.

Businesses of all sizes and sectors from across the state are taking advantage of the opportunities that these programs offer. For those businesses with customers seeking green credentials before making a purchasing decision, the Green Tier or Green Masters logo helps in making the sale. For small manufacturers, the Profitable Sustainability Initiative offers technical assistance to identify process improvements that reduce energy usage, streamline the process and cut unnecessary cost. Finally, the Focus on Energy program offers financial assistance with energy efficiency and alternative energy projects so that the return on investment falls within company guidelines.



## Green Masters Program



The Green Masters Program recognizes and supports businesses committed to sustainability. Using a points-based approach, companies are rewarded for sustainability actions in each of nine discrete sustainability areas; water, waste, energy, climate change, supply chain, transportation, governance, workforce and community. The Wisconsin Sustainable Business Council developed the Green

Masters Program to respond to requests from Wisconsin business for a free, independent sustainability recognition program. The Council worked with the WI School of Business and businesses around the state to develop an extensive list of possible sustainability actions. This list of possible actions serves as both the application to the program, and a source of ideas for many Wisconsin businesses. Each action carries a point value, with recognition given at three discrete levels, Green Apprentice, Green Professional and Green Masters. Each year, the top 20% of applicants are recognized at the WI Sustainable Business Council Conference with the Green Masters designation. The number of participants in the program has grown every year, and currently over 100 Wisconsin businesses are participating.





Sebastian Celis/Creative Commons

## Focus on Energy

The Focus on Energy program is the oldest of the programs and has been providing financial assistance to Wisconsin businesses since 2001. Focus on Energy works with eligible Wisconsin businesses to install cost-effective energy efficiency and renewable energy projects. Focus on Energy information, resources and financial incentives help to implement energy projects that otherwise would not be completed, or to complete projects sooner than scheduled. Its efforts help Wisconsin businesses manage rising energy costs, promote in-state economic development, protect the environment and control Wisconsin's growing demand for electricity and natural gas.



**focus on energy**<sup>sm</sup>

Partnering with Wisconsin utilities



## Wisconsin Profitable Sustainability Initiative

The Wisconsin Manufacturing Extension Partnership developed the Profitable Sustainability Initiative (PSI). Several Green Tier companies have used the PSI for assistance, including Capitol Brewery and Northern Engraving. PSI provides in-person diagnostic, assessment, and implementation assistance. WMEP leverages its industry expertise to perform the diagnostic, and its financial analysis tool takes a systematic cost-benefit analysis approach to identify high return-on-investment projects. The initiative was launched in April 2010 in response to the 2008 Next Generation Manufacturing Study which found that manufacturers did not fully understand the concept of sustainability and/or lacked the time and resources to pursue it. The Wisconsin Department of Commerce spearheaded the effort by providing funding, and the Wisconsin Manufacturing Extension Partnership (WMEP) administers the program. The program is designed specifically to meet the needs of small to mid-sized manufacturers, with the goal of making Wisconsin the most sustainable manufacturing state in the nation.



# Q & A

## WITH MIRON CONSTRUCTION'S THERESA LEHMAN

### WHAT ROLE DOES COLLABORATION PLAY IN YOUR CURRENT SUSTAINABILITY EFFORTS?

Collaboration is THE most important key to integrating sustainability into an organization and into a community, maximizing the benefits, and creating long term results. Demonstrating corporate responsibility, sharing best practices and inspiring others to do the same is important to Miron.

### WHAT ADVANTAGES DOES GREEN TIER PARTICIPATION BRING TO YOUR BUSINESS?

As a credible environmental excellence program, the DNR Green Tier program has helped to validate Miron's exceptional environmental performance and to be recognized throughout the State as a responsible corporate citizen.

### HOW DO YOU SEE GREEN TIER IMPACTING ECONOMIC GROWTH AND JOB CREATION?

Government leadership through the DNR's Green Tier program plays a critical role in educating people in our industry and throughout our community. Sustainable programs such as Green Tier raise consumer awareness and expectations, allowing sustainability to be seen in a positive manner. Green building job growth ignites innovative and sustainable product development, and green construction services to meet the demand for high-performance, sustainable buildings. As a result of recent economic conditions, organizations are finding ways to minimize waste in their business and operational practices, which is at the heart of sustainability. Environmental directors or corporate sustainability officers focused on integrating sustainable efforts company-wide is a position that did not exist a few years ago, but have become a key element of a business' operations.

### WHAT ABOUT GREEN TIER DO YOU SEE AS MOST BENEFICIAL TO INCOMING POTENTIAL PARTICIPANTS?

Green Tier provides a platform in which participants can network and share "best practices" enabling their organizations to implement sustainable strategies that allow them to experience triple bottom line benefits.

### HOW HAS GREEN TIER IMPACTED YOUR PROFESSIONAL RELATIONSHIPS?

- Customers & Clients – Miron states that we are a Green Tier partner in our proposals and other marketing materials that are intended for new customers/clients. We have our Green Tier certificate and information on Green Tier displayed at our corporate office, so we have an opportunity to mention the program as we tour guests through our facility. When we have clients who have unique or unusual environmental challenges, we tell them we are a Green Tier partner and want to get the DNR involved right away. Creating a positive partnership with the DNR and explaining the value of this to these customers is important to them, especially as challenges relate to permitting issues.
- Contractors – For our design/build partners, Miron reinforces the importance of our Green Tier status and relationship with the DNR. We ask that our design/build partners be respectful of this relationship and bring any environmental challenges to our attention such that we are able to work with the DNR to get them resolved in a timely fashion.
- Community – Being viewed by the community as a sustainable leader is important to Miron. Being a Green Tier partner of the DNR reinforces our commitment to the environment. As one of Wisconsin's largest general contractors, we have the opportunity to be a sustainable leader within the communities in which we live, work and play.

### WHAT EFFECTS HAS GREEN TIER PARTICIPATION HAD ON YOUR EMPLOYEES?

As a Green Tier participant, Miron voluntarily has agreed to inform stakeholders, including the DNR, about our environmental performance. This transparency has allowed Miron to build a trusting relationship with the DNR, who is now viewed throughout the organization as a "partner" rather than a compliance regulatory agency. Miron's employees are encouraged to partner with the DNR to discuss environmental challenges and to seek out ways to streamline the permitting process.



Courtesy Miron Construction

### WHAT ROLE DO YOU THINK YOUR BUSINESS SECTOR PLAYS IN ADVANCING SUSTAINABILITY AS A WHOLE?

The construction industry ranks #1 among industries for emitting carbon. As one of Wisconsin's largest general contractors, is it our responsibility to be a sustainable leader and influence others to be environmentally responsible. Construction is where sustainable ideas become reality. Recognizing that sustainability is not fully understood by everyone, we are working hard to educate our clients, employees and design/build partners about the benefits of sustainability. However, with sustainability being "voluntary" and compliance with the "minimum" standards/codes is common, we need to work in partnership with the State to increase the "minimum" standards/codes to further advance sustainable design and construction. Additionally, the State could provide more incentives and/or tax credits making renewable energy technologies more feasible for organizations to invest in over time.

The more we can do to promote sustainability by demonstrating the triple bottom line benefits (increasing the overall health, well-being and productivity of building occupants, while improving energy efficiency, decreasing potable water consumption and decreasing operational costs (saving money), the more our industry will be able to do to promote and advance sustainability as a whole.





LOOKING FORWARD



## NEW NORTH

New North, Inc. is a 501(c)3 nonprofit, regional marketing and economic development organization fostering collaboration among private and public sector leaders throughout the 18 counties of Northeast Wisconsin, known as the New North region. New North connects business, community and education leaders to attract new business, organize clusters, connect resources and promote the regional brand.

Efforts are focused in three main categories of economic development: talent development, business development and brand development. As part of supporting business development, New North has focused on renewable energy supply chain cluster development. Most notably, New North developed a wind energy supply chain cluster known as 'Wisconsin Wind Works'. Additional cluster opportunities within other renewable industries are currently being developed. Learn more at [www.thenewnorth.com](http://www.thenewnorth.com).



Jerry Murphy serves as Executive Director for New North. Murphy is the first Executive Director for New North, beginning that position in 2006.

## 1 There is increasing interest in green manufacturing jobs in Wisconsin. Why is Wisconsin a “fertile ground” for these jobs?

Green manufacturing jobs are actually manufacturing jobs that satisfy the skill demand capacities that serve many markets, including those labeled “green”.

A few years ago we surveyed manufacturers to determine what unique skills training was anticipated for production oriented to the wind energy sector; the answer was, ‘little to none’, which is exactly what we anticipated. In fact the only significant training required was for mid-management in technical training around market quality standards, and engineering related to new products.

The reason we’re a fertile ground for green energy related markets (conservation, efficiencies, substitution, design-build, etc.) is because our brand of manufacturing is highly biased to engineered solutions/production and a flexible manufacturing legacy born of multiple end markets or unique – design/build – end markets (paper machines don’t roll off assembly lines).

The Apollo Alliance, a division of the Blue Green Alliance, released its Renewable Energy Policy Project (REPP) ‘Component Manufacturing: Wisconsin’s Future in the Renewable Energy Industry’ study in 2006

and reported an estimated total employment impact for green energy markets in Wisconsin, including wind, solar, geothermal and biomass, to be around 14,000 jobs and roughly 330 firms. Wind alone accounted for 500 firms of this original study.

The key is the quality and range of job skill capacity in Wisconsin manufacturing. It enables a quick, effective response to new-green market opportunities as they arrive, innovate, and grow.

## 2 Within the green manufacturing sector, has New North identified good target sub-sectors (wind, solar, biofuel, energy efficiency, transportation, water, green building, materials management/recycling, etc.)?

As mentioned, we’ve spent some significant time and effort organizing Wisconsin manufacturing capacities around the wind energy segment and more specifically, the supply chain requirements of that energy market. We currently manage a supply chain directory of 300 firms and an annual marketing outreach program that represents firms through several market channels.

Another unique market orientation for alternative energy is power generation and regional bio-based feedstocks. For the New North region, we have significant feedstock capacities (expertise, harvesting, regeneration, etc.) around wood fiber (by virtue of the paper industry) and biogas (by virtue of the food production and dairy industries). Though the amount of supply chain opportunities may not be as prominent as the wind segment, the logic of garnering market opportunities within these segments holds as much credibility as that of the wind segment.

## 3 What makes a good target sub-sector?

One that can be supported by resident manufacturer’s current or potential capacities for the supply chain market potential or one that has a strong, sustainable feedstock for energy generation.





Courtesy Menasha Packaging

## 6 What has the New North done to build capacity in the Green Manufacturing sector?

We've looked at green energy manufacturing as something of a 20 degree shift in current manufacturing market orientation with an attending cost of change; it's not a radical 180 degree spin, nor is that change free. Firms have to commit to testing their capacities in a green energy market, even if it's a marginal or incremental test.

As I said earlier, the capacity to aggregate resources and to behave collectively (particularly around market opportunities) is not an organic organizational process; we have built support capacities like a website, and searchable, online directory, organized market outreach via trade shows and PR, but we've also relied on the participating firms to lead the effort and to direct it strategically.

## 4 What are the advantages to organizing a sub-sector?

There are simple organization-coordination advantages to strategic formation of a sub-sector. It's rare to have a manufacturing sub sector organize themselves for market benefits. Little things like competition get in the way.

On the other hand, organization and cumulative scale makes for opportunities to appeal to more a broader range of any green energy marketplace; costs of entering a new market can be shared, while still garnering the benefits of having an independent range of capacities to market within the group. Secondary benefits accrued by virtue of association are also present, where members discover advantages (operational, market, collaborative relationships, etc) among themselves.

## 5 Is there anything unique about the Green Manufacturing sector?

Its orientation to environmental benefits, energy savings, and efficiencies are fundamentally tied to the assumption that current energy feedstocks and technology applications are unsustainable. That provides for a long-term forward view that suggests a continuing trend of innovation, new product development, etc. It's a sector that has promise for Wisconsin manufacturers, particularly those who can supply the production strengths across multiple markets including green energy markets.

## 7 What are the advantages to the north-east part of the state from building this capacity?

The initial target market, organization and education of northeastern Wisconsin firms proved that a comprehensive supply chain offer was a very effective selling proposition to new and existing green energy markets. We realized that the same logic applied to the entire state in terms of manufacturing capacities applied to the wind energy market. Increasing the supply chain catchment area to incorporate the entire state landscape increased directory participation and strengthened the selling proposition in that, "more was better" in building the supply chain capacity offer to the market.

## 8 Are you aware of other economic development groups targeting the green manufacturing sector?

Milwaukee has an initiative that is replicating the supply chain approach used in building Wisconsin Wind Work within the market space of solar called "Milwaukee Shines". Wisconsin Manufacturing Extension Partnership also has programming focused on cost-benefits of materials management and operational efficiency practices that have an energy focus. State organizations and departments like the Department of Agriculture, Trade and Consumer Protection (DATCP), State Energy Office, Wisconsin Economic Development Corporation (WEDC) and of course the DNR Green Tier program are examples of other public initiatives focused on markets and net energy generation.

## 9 Are there additional institutions that are either playing a role in promoting the green manufacturing sector, or who could be playing a role?

The University of Wisconsin System has several institutions focusing on green energy. In the New North region, UW Oshkosh has a strong commitment in terms of green building objectives and the institution holds a leadership role in biofuel generation. UW Green Bay has a legacy orientation and curriculum around environmental programming and expertise. Area Technical Colleges have dedicated programs that deal with workforce development and training focused on serving green market opportunities.

Utility companies are also significant players in green energy. Wisconsin utilities are well on their way to meeting commitments to the state's Renewable Energy Standards (RES) for power.

## 10 What is needed for Wisconsin to become a major player in the green manufacturing sector?

The state would benefit from a national energy policy. Current federal policy is short-term, intermittent and subsequently subject to significant artificial market swings. Stability or predictability in policy would smooth out market swings and reduce investment risks, as capital equipment and marketing investments are all long-term.

## 11 How do you see Green Tier impacting economic growth and job creation?

Green Tier sets a new benchmark for firms to reflect 'best practices', corporate brand affirmations and efficiencies around energy consumption. In several ways, it's a good example of new market potential that is specifically focused on real estate development, construction practices, and new design approaches.

*"Green Tier participants should see the program as a branding opportunity as well as a long-term benefit to facility operating costs"*

## 12 What about Green Tier do you see as most beneficial to incoming/potential participants?

I think new/potential Green Tier participants should see the program as a branding opportunity as well as a long-term benefit to facility operating costs. I don't think that either of those benefits are short-term or that the benefits become diluted over time; most participants will work to maximize the branding opportunity that may reflect a corporate culture of environmental or energy conservation and true operational costs sensitivity. Participating in the program is a very conscientious process and one that affords a higher standard of recognition in terms of facility energy performance.



Shelley Heilman/DNR

*Workers at green manufacturer Tosca LTD. prepare cheese boards for reuse.*



# ABOUT COMPLIANCE AUDIT PROGRAM

The Wisconsin Green Tier Law contains provisions that provide limited fiscal exposure if the company audits their operations to see if there are environmental violations and then to report those violations to the Department of Natural Resources. Companies have participated in the program for many reasons, including:



Shelley Heilman/DNR

*The Compliance Audit Program can help businesses discover whether or not they are in compliance with environmental regulations.*

for a single day. If a violation is a repeat offense, criminal, known in advance of the audit, causing or caused harm to human health or the environment, part of routine monitoring or discovered first by DNR, the financial exposure limitation is not available. In the history of the program, only twice have citations been issued and both were for the same audit. Simplicity in process and certainty in outcome have provided a way to address a variety of business needs while providing prompt, effectively and efficient attention to environmental requirements and needs.

Since our last report, we have completed work with the Wisconsin Association of Independent Colleges and Universities to conduct compliance audits on 16 participating campuses. The results were achieved with a nominal DNR investment e.g. no formal inspections, reports, enforcement processes etc. while there was rigorous engagement from the participating colleges and universities e.g. audit plans, training staff, planned follow through, etc. Briefly, the results from the participating institutions have been voluntarily investments of \$756,565 to assure compliance, \$70,000 to address asbestos issues and \$21,824 for remediation. Their voluntary efforts resulted in proper disposal of 13,906 lbs of hazardous waste (a very conservative number) and 12,983 lbs of other wastes. They identified and promptly addressed 17 instances in which approvals or permits appeared to be needed as well as crafted and

- Provide a clean bill of health in anticipation of sale of the business;
- Provide a fresh start for a business that has been purchased and wants to assure that all is in order;
- Provide a low risk strategy to management that high risks assumed to be addressed are actually being addressed;
- Provide assurance that all is in order before undertaking efforts to be recognized for superior performance and/or undertaking a sustainability initiative; and
- Provide a baseline for measuring improvements in compliance efforts.

The process for using the Compliance Audit Program is straight forward and outlined on the DNR website. Participants notify DNR 30 days in advance of conducting the audit, conduct the audit and disclose the suspected violations. The most exposure for disclosed violations is a reduced, dollar limited forfeiture and any violation is only

# WISCONSIN ASSOCIATION OF INDEPENDENT COLLEGES AND UNIVERSITIES

"Personnel at all 16 participating colleges and universities agreed [the compliance audit program] resulted in a cultural transformation, enabling the college or university to take a fresh look at what, how, and why the institution does what it does."

— Rolf Wegenke, president and CEO of the  
Wis. Association of Independent  
Colleges and Universities



Photos Courtesy WAICU



implemented 34 different planning processes to properly manage compliance issues. In the course of doing the audits, the institutions identified, on average, 47 instances that were suspected of being violations and in all cases did the root cause analysis and corrective and preventative action to make sure that the issues would be systematically addressed in the future. Most recently the Association was recognized as a "Business Friend of the Environment" for their compliance along with their continual improvement work that has taken them beyond compliance.

The reporting on the Compliance Audit Program has numerous elements that are statutorily required in each biennial report. Each of those elements is shown on the next page.



# STATUTORY REPORTING

## **The number of Environmental Compliance Audit Reports received for the period July 1, 2010 through June 30, 2012**

Ten (10) Environmental Compliance Audits were received and closed out during this time period.

## **Reports received by County of the facility involved**

Sheboygan, Ozaukee, Brown, Waukesha, Milwaukee, Manitowoc, Fond du Lac, Dane, Racine, Winnebago

## **Reports received by government or non-governmental regulated entities**

All reports received were from Non-governmental entities

## **The number of violations reported by type including the number of violations related to air, water, solid waste, hazardous waste and other specified aspects of environmental regulation.**

Total number of potential air violations disclosed – 18

Total number of potential water related violations disclosed – 20

Total number of potential solid waste violations disclosed – 25

Total number of potential hazardous waste violations disclosed – 176

Other environmental violations disclosed – 3

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

1. Failure to have a required permit or other approval. Five reported instances of a need to obtain an air permit. The average time to correct this type of violations was 70 days.
2. Failure to have a required plan. Four reported instances of a need to develop a required plan. The average time to correct this type of violation was 55 days.
3. Violation of a condition of a permit or other approval. Eight reported instances of a violation of a permit condition or other approval. The average time to correct this type of violation: 42 days.
4. Release of a substance to the environment. There were no incidences of releases reported. However 18 reported instances, especially under the water and hazardous waste categories, without attention to the practice identified as deficient could lead to a potential release. The average time to fully correct these instances was 42 days.
5. Failure to report. There were nine instances of failure to report. The time needed to correct this violation was 58 days.

## **The average time to correct the reported violations and the number of violations not yet corrected by category above.**

No corrective actions took longer than 90 days to complete. For the categories listed above, the average time to correct was calculated on the basis of the longest amount of time requested for the correction.

## **The number of regulated entities requiring longer than 90 days to take corrective action and a description of the stipulated penalties associated with the compliance schedules for those corrective actions.**

No corrective actions took longer than 90 days.

# NOTES

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