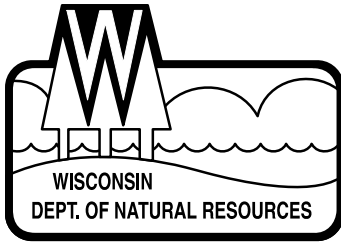


US EPA ARCHIVE DOCUMENT



State of Wisconsin \ DEPARTMENT OF NATURAL RESOURCES

Jim Doyle, Governor
Matthew J. Frank, Secretary

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December 4, 2009

Jennifer Conner-Haynes (WS-15J)
U.S. Environmental Protection Agency (EPA)
77 West Jackson Blvd.
Chicago, IL 60604-3507

Subject: Quarterly Progress Reports for 2007 State Innovation Grant PI00E32201

Dear Ms. Conner:

The Department of Natural Resources is pleased to submit progress reports for the 2007 State Innovation Grant project, *Use of Whole Farm EMS as a Supplement to CAFO Permits for the Dairy Sector*, covering the previous two quarters.

If this report does not meet EPA's needs or you would like to suggest ways to improve our next quarterly report, please don't hesitate to contact me at 608-266-8226 or jeffrey.voltz@wisconsin.gov.

Sincerely,

Jeffrey Voltz,
Environmental Assistance Coordinator/Agriculture Sector Specialist
Bureau of Cooperative Environmental Assistance

cc: Carla Wright - CO/7
Tom Davenport - EPA Region 5
Marilou Martin - EPA Region 5
Beth Termini - EPA OPEI
Sherri Walker - EPA OPEI
Gerald Filbin - EPA OPEI

Quarterly Progress Report (3/16/09-12/2/09)

Award: 2007 State Innovation Grant (Assistance ID# PI-00E32201-0)
Recipient: Wisconsin Department of Natural Resources (DNR)
Project: Use of Whole Farm EMS as a Supplement to CAFO Permits for the Dairy Sector

Section 1 -- Synopsis of Accomplishments During Reporting Period

During this reporting period DNR experienced progress on several major project tasks. The progress realized is significant and reflects a level of performance consistent with the expectations of both DNR and US EPA, notwithstanding the tardiness of the progress reports.

Outreach (contractors)

Project Activities

Perfect Environmental Performance (PEP) has ceased outreach to potential producer-trainees and stakeholders beyond those whom committed to, participated in and concluded EMS training. And while the producer commitment to EMS development is less than originally anticipated, producers are participating in both EMS development and implementation, with a few producer's entertaining EMS audits, or mock audits. To a large extent, funding limitations, the national economic climate and the precipitous decline in milk prices has stifled the ability to garner the type and number of commits originally intended/expected. Nevertheless, progress has been made during the previous and current reporting periods.

EMS Training & EMS auditing (contractors)

Project Activities

- All EMS Training participants provided copies of the Perfect Environmental Performance, LLC EMS Guidance Manual© for use on-farm.
 - The full document (i.e. manual), a writable electronic file, allows each farm to customize.
- All participants coached and mentored in customizing the generic Perfect Environmental Performance, LLC EMS Guidance Manual© for specific application to their operation.
- Continual Improvement of the generic Perfect Environmental Performance, LLC EMS Guidance Manual© includes incorporation of feedback during its use in the training sessions and pre-and post session learning assessment results.
- Completed delivery of EMS training to seven (7) farms in Lakeshore Basin (i.e. Kewaunee and Calumet Counties), including EMS training with a producer who required private, one-on-one training sessions.
- On-farm technical assistance is currently being both solicited and scheduled for producers within Lakeshore Basin, with the explicit intent of EMS being "audit ready."
- Completed delivery of EMS training activities to four (4) farms in West Central Wisconsin
- On-farm technical assistance is currently being both solicited and scheduled for producers in West Central Wisconsin, with the explicit intent of EMS being "audit ready."
- EMS technical assistance currently being delivered to an operation managing both a medium sized dairy grazing operation and a cheese plant. This producer received EMS training through an earlier initiative via Joyce Foundation Grant and is taking advantage of on-farm technical assistance offered via SIG. This farm is working to have the farm EMS ready for either a mock audit or ISO 14001 functionally equivalent audit in early 2010.
- EMS auditing outreach is currently being solicited to a broader audience of producers, principally producers that participated in past EMS training efforts (see section 2 for additional information)

Brief Summary of Participant Clusters:

Cluster 1:

Location – Northern Kewaunee County

- EMS conference conducted October 2008
- Initial EMS Training Session conducted December 2008
- Training concluded February 2009

Initial Cluster Population:

- Five farms engaged when training commenced

Drop-Out Experience:

- Unrelated to the EMS program, a recent management change at one participating farm resulted in a decision to postpone further EMS development.

Training Cluster Population:

- Because PEP made the effort to conduct five additional on-farm sessions, all participating farms were able to complete their EMS training work on the same learning schedule.
- Additional technical assistance is available and has been delivered, or being scheduled for early 2010.
- Four farms successfully completed EMS training

Cluster 2:

Location – Calumet County

- EMS conference conducted October 2008
- Initial EMS Training Session conducted December 2008
- Training concluded February 2009

Initial Cluster Population:

- Five farms were engaged when training commenced.

Drop-Out Experience:

- One farm dropped out before training began
- A second farm withdrew after attending the first training session.
- A third farm subsequently withdrew midway through training, leaving only two farms regularly attending.

Training Summary

- Two farms regularly attending; one medium sized grazing dairy operation, and one medium/large conventional dairy.
- Of the two participants, it likely the grazing operation will implement an EMS but not pursue Green Tier.
- Post training, the med/large farm has requested assistance with the administrative customization of the EMS.
 - The farm has indicated an interest in investigating further the benefits of joining the Green Tier program.
- A third farm was entered into the program mid-way through the learning sessions.
 - This farm had learning sessions conducted directly on their farm on a schedule independent from the other two farms.
- Three farms successfully completed training

Cluster 1 and 2 General lessons learned (18 total EMS training sessions):

- The use of visual tools to describe aspects and impacts and other elements of the EMS enhances participant understanding of EMS and the implications for application of this tool to their dairy operation.
 - This dynamic (i.e. visual tools such as on-farm photos) was not previously apart of the training process, but has proven effective at facilitating the learning process.
- Many producers lack motivation to develop a written document such as an EMS Manual or written procedures.
- Providing a generic manual for customization provides a starting point, but a generic EMS Manual has proven not to be a “fill-in-the-blank” tool allowing dairy producers to self-author the EMS without considerable assistance.
- Individual and cultural aspects of the dairy industry suggest future EMS training likely will be more successful if tailored explicitly to each farm, as opposed to a providing training for how to tailor explicitly to a farm.
- Awareness, comfort and use of modern communication tools (e.g. internet, email) have proven problematic to consistent and reliable communication with participating producers.
 - Because each farm is unique both in how it operates and communication technologies it utilizes, exchange of documents, scheduling and general information exchanges has proven, generally, extremely challenging.
 - For example, several participants are not frequent users of the internet or email. This “technology effect,” unexpectedly, resulted in more hands-on work with producers and thus higher costs and time commitments for both the producer and consultant.

Cluster 3:

Location - Barron County-Turtle Lake WI (NW region)

- EMS conference conducted November 2008 at Lake Country Dairy (LCD)
- Initial training commenced April 2009
- Training concluded in June 2009.

Initial Cluster Population:

- Five farms, including one farm from Minnesota, participated in the EMS training at Lake Country Dairy in November 2008.

Drop-Out Experience:

- The Minnesota farm withdrew, as this farm no longer contracts it's milk with LCD

Training Summary:

- This cluster is unique in that the processor served as both the catalyst for the training and facilitating meetings. Additionally, this processors entire product line is supplied by a small number of farms (e.g. less than seven (7)) and has expressed an interest in how to market the commitment of the producers and processor to superior environmental performance. And while the producers are receiving support from SIG funding, the processor is not. The processor is developing, internally, the EMS without support from SIG.
- All participating farms have both completed the training and are soon will have concluded on-farm technical assistance.
- Of the current clusters participating, Cluster 3, appears to be poised to:
 - potentially pursue some auditing services, and
 - potentially pursue Green Tier status.
- Four farms successfully completed training.

Proposed Modification of contractual obligations (DNR & Validus, Inc)

- Validus, Inc has submitted a proposed addendum for the purchase order originally signed by the Parties.
- DNR is evaluating this proposal and may pursue an addendum if the current trend line (i.e. lack of interest in EMS auditing continues through Jan 1, 2010).
- The proposed addendum requests DNR to consider:
 - Extension of the contract to 6/1/2011
 - Adding three quarterly reports to cover the extended period through 3/31/2011 for an additional \$1,499.07
 - Reducing the number of total fully equivalent audits to three (3) complex audits at a rate not to exceed \$5000 each (32 hours pre-audit preparation , on-farm, post reporting, plus eight (8) hours travel, travel expenses) Note: If complex audits are not available, those funds may be utilized towards internal audits.
 - Eliminating the simple audit component and replacing it with an internal audit module in order to track program progress on a minimum of seven (7) operations as designated by DNR not to exceed \$4,375 per internal audit. (20 hours pre-audit preparation, on-farm and post reporting, eight (8) hours travel, travel expenses)
 - Final report draft due on May 1, 2011
 - Final report due on June 1, 2011

(See section two (2) for additional information on the proposed addendum)

Dairy Business Association-Green Tier Advancement Project (DNR)

- WDNR continues to meet regularly with principals and staff of the Dairy Business Association-Green Tier Advancement Project (DBA-GTAP) to discuss:
 - Producer-member participation in EMS training and Green Tier,
 - Strategies for maximizing resources, and
 - Methods for engaging stakeholders in order to address environmental and economic issues specific to the dairy industry.
- DNR and DBA-GTAP nominated and secured commitments from several individuals (8) to serve on the DBA-GTAP Interested Persons Group (IPG); a contractual commitment between the Parties
- The intent of the IPG is to serve as a vehicle for increasing awareness about both Environmental Management Systems and the potential benefits of participating in the Departments' Green Tier program.
- The duties of the IPG as noted below, are also relevant to the issues being addressed by the State Innovation Grant, including :
 - Improve communications with non-participating stakeholders and relating to the general public (e.g. holding public workshops, promotional advertisements, etc.).
 - Develop specific recommendations to further the goals of the DBA-GTAP Charter, including identifying environmental goals to which the dairy sector should aspire, and
 - Develop ways of monitoring and measuring the environmental performance of DBA-GTAP participants.

The IPG, after a series of five face-to-face meetings and several conference calls, arrived at a series of recommendations that are principally focused on:

- Increasing participation in the DBA-GTAP,
- Increasing environmental performance of DBA-GTAP participants, and
- Improving the financial benefit to participants who achieve superior environmental performance.

(See narrative below for summary of draft recommendation)

An annotated version of the Workplan that was included in our final project narrative is attached at the end of this report for reference purposes.

Section 2 -- Narrative Discussion

A quick glance at the attached annotated workplan will reveal progress was made

Producer Recruitment and EMS Training:

The number of participating producers is far less than DNR, contractors, and producer-groups anticipated. The national economic climate and the precipitous decline in milk prices stifled, dramatically, the ability to garner the type and number of commits originally intended/expected. Nevertheless, training has concluded with eleven (11) farms and on-farm technical assistance is either:

- currently being delivered to producers interested in fully implementing EMS,
- currently being scheduled for delivery, post-harvest season (i.e. January-February time-frame), or
- not being pursued because producer is not interested in full implementation

An additional farm (i.e. joint dairy-grazing operation and creamery) has taken advantage of on-farm EMS technical assistance, brining the total number of farms with either a fully implemented EMS or near fully implemented EMS to twelve (12).

Several face-to-face meeting were held with PEP to discuss alternative strategies for broadening the recruitment effort, increasing the number of producers participating in EMS training. PEP provided the department with several proposals, including an additional cluster within the Lakeshore Basin and an additional cluster in South-Central Wisconsin. However, because the proposed strategies lacked details to inspire confidence these efforts would bear substantive commitments, the department requested that no additional recruitment occur. This decision was based in large part both as a result of the inadequate plans provided by the contractor and (more importantly) the importance of fully implemented EMS among those whom participated in EMS training, as opposed to simply training additional producers with no assurance of a commitment to fully implement. The cost associated with training one, or two additional clusters was considered, but was not the deciding factor in directing the contractor to focus its attention to on-farm technical assistance (i.e. fully implemented EMS).

EMS auditing

As noted briefly in section one (1), the auditing contractor has requested that the department both seek a grant extension and consider an addendum to the purchase order (i.e. EMS auditing services for dairy producers). Given the lack of interest in EMS auditing among producers whom received EMS training, Validus, Inc has requested the number of stage 2 audits originally contracted for be reduced. Additionally, Validus, Inc has proposed to develop a module allowing for more substantive internal auditing. The interest in developing an internal auditing module is largely informed by the experiences of a stage 2 audit conducted in November of 2008 and requests from participating producers.

In addition to a proposed addendum, an altogether different outreach effort is currently underway in so far as auditing is concerned. This effort is primarily aimed at soliciting interest and commitments from producers whom received EMS training through previous training efforts. The purpose of which is two-fold:

- Determine whether or not on-farm technical assistance and EMS readiness review is of interest to the producers, and
- To expand the pool of producers positioned to either receive mock auditing services or ISO 14001 functionally equivalent auditing services.

This outreach effort is currently underway and may result in as many as three (3) to four (4) taking advantage of auditing services.

Notwithstanding tough economic times for dairy producers, the commitment of a portion of those whom received training to work toward full implementation is very encouraging. For those farms seeking to fully implement EMS, the direct relationship between managing the farm issues and the systematic approach of the EMS has proven particularly attractive. And while these producers are comfortable with EMS systems approach, the ISO 14001 jargon will continue to limit the extent to which producers effectively communicate with auditors or others whom play a role in the EMS. This is a significant challenge not necessarily unique to those whom seek EMS and likely not possible to completely overcome during the timeframe of this grant.

DBA-Green Tier Advancement Project (DBA-GTAP)

In our approved project narrative, DNR highlighted the DBA-GTAP Charter negotiations as an external influence vital to the success of our SIG project.

In fact, we viewed the Charter as a virtual pre-requisite to all our State Innovation Grant (SIG) outreach and recruitment efforts. The Charter is important in at least two fundamental ways. First, it establishes a partnership relationship between DNR and a key stakeholder, DBA. Second, it establishes a shared commitment by DNR and DBA to support and promote the activities described in our SIG project narrative.

In other words, DNR now has a partner who is invested in the success of the SIG project and has brought resources to assist in recruit, train, and assist EMS candidates in the dairy sector due, in large part, to DBA-GTAP receiving a 100,000 USDA-NRCS Conservation Innovation Grant (CIG). Had the Charter negotiations broken down, or had DBA-GTAP not received a grant from USDA-NRCS, DNR believes it would have been nearly impossible to recruit dairy sector participants for this project. And while recruitment has been less than the Parties anticipated, the Charter, SIG and CIG have allowed for both an established foundation from which the Parties work from and limited resources to build upon that foundation.

One key element to the DBA-GTAP Charter is the commitment of the Parties to the Interested Persons Group (IPG). At the request of DNR Secretary Matt Frank and subsequent agreement of DBA-GTAP, the IPG was charged with developing new incentives for DBA-GTAP Charter participants that both improve the quality of Wisconsin's environment and increase producer profitability. The IPG is jointly managed by DNR project manager and DBA-GTAP Executive Director. Both DNR and DBA-GTAP have hired a third-party, objective facilitator to assist the group in developing recommendations for DBA-GTAP and Secretary Matt Frank.

As noted above (section 1), the IPG, after a series of five face-to-face meetings and several conference calls, arrived at a series of recommendations that are principally focused on:

1. Increasing participation in the DBA-GTAP,
2. Increasing environmental performance of DBA-GTAP participants, and
3. Improving the financial benefit to participants who achieve superior environmental performance.

The recommendations have a slightly different focus than was originally anticipated. Previously, the IPG was actively interested in creating a framework in which a marketing strategy could be developed to reward dairy producers and dairy processors whom commit to and demonstrate beyond-compliance performance. The IPG utilized the expertise of the Dairy Business Innovation Center to understand strategies for access to markets and how to develop a marketing strategy, but in the end the IPG did not recommend market development as a priority issue.

The DRAFT recommendations are as follows:

1. Allow higher ranking for applicants to the Federal Conservation Security Program (CSP), if the applicant is participating in Green Tier, and:

- a. Highest ranking in Environmental Quality Incentives Program (EQIP) for entering the DBA-GTAP Charter,
 - b. Priority cost share dollars for neighboring farms within ten (10) miles of DBA-Green Tier Charter member site,
 - c. Create incentive system that rewards progressive farm management
 - i. (e.g. cost sharing at 50% (NMP), 75% (CNMP), and 90% (EMS)), and
 - d. Higher ranking in EQIP for achieving Green Tier Status.
2. Package a progressive farm-management training program by partnering with existing training and certification programs, and existing service providers.
 - a. Development of farm progressive farm management training program should include, at a minimum, the following parties:
 - i. Department of Natural Resources,
 - ii. Department of Agriculture, Trade and Consumer Protection,
 - iii. USDA-Natural Resource Conservation Service,
 - iv. Land Conservation Departments,
 - v. UW-Extension,
 - vi. Members of the Agriculture Coalition, and
 - vii. Wisconsin Land and Water Conservation Association.
 - b. The program will:
 - i. Make available outreach materials that outline the benefits of moving from implementation of NMP's to implementation of CNMP's and finally EMS implementation,
 - ii. Ensure outreach materials clarify what gaps exist between NMP, CNMP and EMS as well as the steps necessary to successfully make each transition,
 - iii. Encourage additional producers to pursue CNMP status, beyond permitted operations,
 - iv. Encourage farms with CNMP to move to EMS level through a public education and information campaign,
3. Allow Comprehensive Nutrient Management Plan (CNMP) to satisfy eligibility requirements for DBA-GTAP Tier I status. In order to be eligible, the CNMP shall, at a minimum:
 - a. Identify Natural Resource Concerns,
 - b. Be Implemented,
 - c. Be reviewed and approved by NRCS (verify implementation), and
 - d. Result in an annual report to DNR on environmental performance, utilizing as the basis for reporting "natural resource concerns" and Tier I model terms
4. Establish committee to review alternative and technology-based agriculture practices
 - a. The committee includes standing members, ad hoc expert members (as needed) as well as agricultural producers,
 - b. Tier 1 participants have ability to approach committee for trial on a pilot basis, and
 - c. The committee may entertain appropriate items identified by the IPG (i.e. items listed below: "parking lot items")
5. Farms participating in Green Tier and are in good standing are eligible to receive expedited permitting (i.e. top of the pile).

6. Clarify and list differences between state and federal regulations, per WPDES requirements, in order to establish "roadmap/menu of options."
7. Look for opportunities to provide positive press releases (i.e. at a minimum one (1) per year) about performance of Green Tier participants, both for Tier I and Tier II.
8. If and when WPDES fees increase, consider reducing fee-rate for Tier I and Tier II participants,
9. Explore options to provide EMS conformance audit services for Tier II participants, and
10. Establish next steps for IPG (e.g. measurement and monitoring of GTAP participants)

IPG Parking Lot Items are as follows:

Issues for which the IPG did not make specific recommendations, but felt important enough be apart of the final report are captured below. These parking lot items include specific topics/issues that may be addressed initially by said committee (i.e. recommendation #4, above) for review and support. These items are identified with an asterisk (i.e. *).

- Evaluate whether or not and under what conditions application of manure to grass waterways/near waterways may be allowable and determine whether or not and what type of monitoring tools are available and the criteria used to determine effectiveness/benefit,*
- Incentivize state and EQIP cost-sharing,
- "After the fact reporting" - allowing flexible reporting mechanisms*
 - (e.g. Incorporation of new land without NMP modifications, Emergency spreading to be considered "after the fact" and allow NMP amendments to be "after the fact" reporting),
- Through NRCS, allow human waste to be added to manure pits in circumstances where an anaerobic digester is used as a part of the manure management system. (matrix 2),*
- Road ditches and culverts for hose application*
- After issuance of General Permit Consider for conventional CAFO and AFO's, consider development of a Green Tier-specific General Permit,
- Investigate post manure products/commodities*
 - (e.g. "wood products" from manure),
- Investigate possibility of high-flotation equipment during spring road-bans,* and
- Investigate and create guidance for upsets & mechanical failures*

Section 3 -- Projection of Activities, Accomplishments, and Major Expenditures for Next Quarter Report

DNR anticipates the following next steps and highlights for the upcoming quarter:

December:

- Assess status of EMS on-farm technical assistance in so far as the number of producers both committing to full implementation and willingness/interest in either internal audit, or ISO 14001 functionally equivalent audit
- Discuss quarterly reports and options for modifications to project with US EPA R5 staff

January:

- Determine whether or not to submit grant extension to US EPA, allowing additional time to both complete on-farm technical assistance and either internal audits, or ISO 14002 functionally equivalent audit,

- Evaluate whether or not past EMS trainees are positioned for and committed to receiving EMS auditing services, and
- Determine whether or not to approve of the proposed addendum to auditing contract

Ongoing:

- Process any Green Tier applications received from the dairy sector

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Section 4 -- Financial Report

The expenditures this quarter were for personnel, fringe, travel, supplies, other and indirect costs. DNR believes actual expenditures to date are completely consistent with planned below. As of 12/03/09, the department has authorized payments for the following amounts.

	Approved Budget	FY08 Expend	FY09 Expend	FY10 Expend	Total Earned	Budget less earned
A. Personnel	\$30,000	\$8,075.33	\$14,617.35	\$5,744.10	\$28,436.78	\$1,563.22
B. Fringe Benefits	\$14,535	\$3,303.59	\$6,815.69	\$2,284.21	\$12,403.49	\$2,131.51
C. Travel	\$4,500	\$383.00	\$100.61	\$57.25	\$540.86	\$3,959.14
D. Equipment	-	-	-	-	-	-
E. Supplies	\$2,500	\$712.77	\$255.97	\$73.47	\$1,042.21	\$1,457.79
F. Contractual	\$215,000	\$4,121.65	\$79,409.37	\$6,807.52	\$90,338.54	\$124,661.46
G. Construction	-	-	-	-	-	-
H. Other	\$3,000	\$408.87	\$965.27	\$226.21	\$1,600.35	\$1,399.65
I. Total Direct Costs	\$269,535	\$17,005.21	\$102,164.26	\$15,192.76	\$134,362.23	\$135,172.77
J. Total Indirect Costs	\$5,465	\$1,396.19	\$2,929.90	\$21,156.88	\$5,482.97	-\$17.97
K. TOTAL COST	\$275,000	\$18,401.40	\$105,094.16	\$16,349.64	\$139,845.20	\$135,154.80

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Annotated Workplan for Quarterly Progress Report (3/16/09-12/2/09)

Task	Start	Finish	Status
Grant Application			
a. Submit draft workplan narrative and logic model to EPA	5/16/07	6/4/07	Done
b. Submit final workplan and application package via Grants.gov	6/7/07	6/14/07	Done
c. Identify long-term performance measures and evaluation methods as part of QAPP	6/14/07	8/13/07	Behind schedule - partial draft completed
d. Submit QAPP to EPA	6/14/07	8/13/07	Behind schedule - partial draft completed
Contract(s) for Support			
a. Identify scope of work (i.e. activities) to be contracted	6/14/07	9/14/07	Done
b. Request proposals for contract(s)	9/17/07	10/19/07	Done
c. Review proposals and select contractor(s)	10/19/07	10/26/07	Done
d. Issue contract(s)	10/26/07	11/1/07	Done
EMS Outreach Materials and Training Delivery Model			
a. Develop survey or interview questions to assess the value and effectiveness of EMS training	6/14/07	8/13/07	Done
b. Survey or interview dairy sector participants who participated in past EMS training	8/14/07	9/7/07	Done
c. Review existing EMS training delivery model and identify possible improvements	6/14/07	9/14/07	Initial Review complete
d. Review existing EMS for Agriculture outreach & training materials and improve where possible	6/14/07	11/1/07	Initial review complete
e. Reassess materials and training delivery model after Class 1 completes training (repeat of tasks b, c, and d)	6/1/08	9/1/08	On-going
f. Develop streamlined "do it yourself" EMS tool(s) tailored to the dairy sector	5/1/08	9/30/09	Future task
Outreach & Recruitment			
a. Develop outreach & recruitment strategy	6/14/07	10/1/07	Implementation strategy developed (contractor)
b. Implement outreach & recruitment strategy for Class 1	10/1/07	11/1/07	Complete
c. Assess Class 1 outreach & recruitment results and revise strategy as needed	6/1/08	9/1/08	Complete
d. Implement outreach & recruitment strategy for Class 2	9/1/08	11/1/08	Complete
Compendium of Legal Requirements			
a. Develop and maintain a compendium of federal and state environmental requirements applicable to dairy producers	10/1/07	ongoing	Not started - to be covered under separate special contract

Task	Start	Finish	Status
EMS Training & Implementation			
a. Deliver EMS training to Class 1	11/1/07	4/30/08	Complete
b. Deliver EMS training to Class 2	11/1/08	4/30/09	Started and near complete
c. Provide technical assistance with EMS implementation and auditing as needed	11/1/07	9/30/09	Started
d. Survey or interview participants before and after EMS training	11/1/07	9/30/09	Near Completion
e. Arrange for ISO 14001 registration audit of at least one Wisconsin dairy producer	10/1/07	9/30/09	Future Task - to be covered under separate special contract
Green Tier Applications			
a. Assist EMS training participants with submitting applications	ongoing	ongoing	On-going
b. Process applications according to established procedures	Date received	Tier 1: <60 days after public notice or public meeting; Tier 2: <1 year after beginning negotiations	No applications received this quarter
c. Fulfill mandatory participation requirements	ongoing	ongoing	No applications received this quarter
Comparative Assessment of Project Results			
a. Evaluate interim project results against goals and objectives	6/30/08	9/30/08	Future task
b. Compare Wisconsin dairy EMS project results with Minnesota dairy ERP project results and any other relevant projects	6/30/08	9/30/08	Future task
c. Monitor long-term environmental outcomes	10/1/07	9/30/10	Future Task
Policy Analysis			
a. Assess policy lessons and implications of project	9/30/09	11/31/10	Future task
Reporting			
a. Submit Progress Report to EPA for Year 1, Quarter 1	12/21/07	12/31/07	Done -
b. Submit Progress Report to EPA for Year 1, Quarter 2	3/21/08	3/31/08	Done-
c. Submit Progress Report to EPA for Year 1, Quarter 3	6/20/08	6/30/08	Done-
d. Submit Progress Report to EPA for Year 1, Quarter 4	9/20/08	9/30/08	Done-
e. Submit Progress Report to EPA for Year 2, Quarter 1	12/21/08	12/31/08	Done-
f. Submit Progress Report to EPA for Year 2, Quarter 2	3/21/09	3/31/09	Done-
g. Submit Progress Report to EPA for Year 2, Quarter 3	6/20/09	6/30/09	See report for (3/09-12/09)

Task	Start	Finish	Status
g. Submit Progress Report to EPA for Year 2, Quarter 4	9/20/09	9/30/09	See report for (3/09-12/09)
g. Submit Progress Report to EPA for Year 3, Quarter 1	12/21/09	12/31/09	Future task
g. Submit Progress Report to EPA for Year 3, Quarter 2	3/21/10	3/31/10	Future task
g. Submit Progress Report to EPA for Year 3, Quarter 3	6/20/10	6/30/10	Future task
h. Submit Final Report to EPA	9/30/10	12/29/10	Future task

