



Strategic Plan 2008



**Minnesota Pollution
Control Agency**

Minnesota Pollution Control Agency

2008 Strategic Plan

Welcome to the revised Minnesota Pollution Control Agency strategic plan, finalized in May 2008.

The plan serves to chart the strategic direction of the agency for the next several years. As such, it contains a balance of goals and objectives reflecting the agency's "core" work as well as agency aspirations — strategic efforts we believe are needed to better align results with our mission. It also contains "stretch" goals and objectives intended to challenge the agency in improving the environment.

This strategic plan is not an agency work plan. It does not directly reflect all of the MPCA's work. Nor does it contain much information about the strategies used to accomplish the goals and objectives. These strategies are expressed in our annual work planning efforts.

The plan contains many new and revised goals and objectives. A few important examples follow:

- Increased focus on addressing the challenges of global climate change. Objectives A3b, L1a, R4a and R4b all reflect efforts to reduce greenhouse gas emissions.
- A new Goal E5 representing the agency's intention to continue to build on the state's capacity to address emerging environmental issues. Emerging issues are those issues not currently part of regular environmental protection activities in Minnesota, such as endocrine disrupting compounds and nanotechnology.
- Significant changes in the agency's responsibility goals (Minnesotans Take Responsibility to Protect Our Environment) to focus on creating sustainable behaviors and processes to encourage conservation of resources and a healthy environment.

As you read the plan, you may note that not all of the goals and objectives are expressed at the same strategic level. Some are more reflective of program outputs or productivity measures than environmental improvement measures. Also, general differences in strategic level may exist between the vision statements in the plan (Air Vision vs. Water Vision, for example). The MPCA needs to retain such differences in this iteration of the plan because of varying stages of program evolution and limitations on the agency's ability to measure progress in some areas.

Vision: Minnesotans Take Responsibility to Protect Our Environment

Goal R.1 Minnesotans buy green products and services.

Objective R1a) By January 1, 2013, provide green building assistance targeted at new or substantially reconstructed buildings to achieve a 25 percent reduction in greenhouse gas emissions using 2003 as a baseline.

Objective R1b) By January 1, 2012, each household participating in a collection program produces 15 percent less household hazardous waste than in 2005.

Objective R1c) By January 1, 2013, state and local governments increase the purchase of environmentally preferable products and services by 30 percent over 2006 levels.

Goal R.2 Minnesota businesses produce green products and provide green services by reducing or eliminating the use of environmentally harmful substances.

Objective R2a) By 2013 the amount of problem materials in the mixed municipal waste stream will be reduced by 20 percent from 1999 levels.

Objective R2b) By January 1, 2013, increase sustainable industrial manufacturing jobs from 9000 to 9600 and gross economic activity from this sector by 20 percent over 2004 levels, which are estimated at \$2.98 billion.

See this supporting information: [Minnesota's Recycling Industries: Economic Activity Summary](#)

Objective R2c) By January 1, 2013, technical assistance at specific facilities will reduce the amount of pollution generated by 10 percent from 2008 levels.

See this supporting information: [Pollution Prevention Evaluation Report](#)

Goal R.3 Minnesotans act on their environmental knowledge to support healthy ecosystems.

Objective R3a) Minnesotans maintain or increase their general environmental knowledge and environmental behavior scores from the baseline data presented in the [2002 Minnesota Report Card on Environmental Literacy](#).

Objective R3b) To achieve MPCA environmental outcomes, increase the number of citizens volunteering at, or for the MPCA by at least 10 percent annually from 2007 to 2013.

Objective R3c) By 2013, Minnesota residents reduce their individual contribution to greenhouse gas emissions to 2005 levels.

Goal R.4 MPCA leads the way to minimize its environmental footprint and assist other public entities to do the same.

Objective R4a) By 2015, greenhouse gas emissions from MPCA facilities and its operations are reduced by at least 15 percent from 2005 levels.

Objective R4b) MPCA catalyzes public entities to take actions to reduce greenhouse gas emissions by 15 percent between 2005 and 2015.

See this supporting information: [Next Generation Act](#), [Interagency Pollution Prevention Advisory Team Annual Report](#), [Climate/Energy Citizen Partnership Grant Request for Proposals](#), and [Signers of the U. S. Mayor's Climate Protection Agreement](#).

Vision: Minnesota's Air Is Clean and Clear

Goal A.1 Minnesota's outdoor air will meet or improve upon all environmental and human health-related federal and state ambient air quality standards.

Objective A1a) Reduce risks to humans and the environment by meeting all ambient air quality standards.

Objective A1b) Reduce overall emissions in Minnesota of sulfur dioxide and nitrogen oxides (pollutants that contribute to fine particle formation) by 30 percent from 2002 levels by January 1, 2012, and by 40 percent by January 1, 2018.

Objective A1c) Reduce direct man-made emissions of fine particulate (PM_{2.5}) by 15 percent from 2002 levels by January 1, 2012 and by 25 percent by January 1, 2018

Objective A1d) Reduce overall emissions in Minnesota of volatile organic compounds (pollutants that are toxic and contribute to ozone formation) by 20 percent from 2002 levels by January 1, 2012, and by 30 percent by January 1, 2018.

Goal A.2 Minnesota's outdoor air quality will meet environmental and human health benchmarks for toxic and other air pollutants.

Objective A2a) The MPCA will target reductions in statewide risk from air toxics by:

- Calculating cancer and non-cancer risks in statewide ambient air using modeling and ambient monitoring by July 1, 2009.
- Identify the pollutants that largely contribute to cancer and non-cancer risk by July 1, 2009.
- Developing strategies to reduce emissions and concentrations of these risk drivers by July 1, 2010.

Goal A.3 Minnesota reduces its contribution to regional, national and global air pollution.

Objective A3a) Reduce mercury emissions from Minnesota air sources to meet TMDL air emission target of 789 lbs/year. Track concentrations of mercury in fish tissue to better understand how changes in state, national and international mercury emissions affect fish mercury concentrations.

Objective A3b) Reduce greenhouse gas emissions in Minnesota by 15 percent from 2005 levels by January 1, 2015 and by 30 percent by January 1, 2025 as set in the *Next Generation Energy Act of 2007*.

Objective A3c) Reduce visibility impairment in the Boundary Waters Canoe Area Wilderness by three percent from the 2000-2004 baseline conditions by January 1, 2012 and by six percent by January 1, 2018.

Vision: Minnesota's Land Supports Healthy Ecosystems and Sustainable Land Uses

Goal L.1 Ensure solid waste is managed to conserve materials, resources, and energy.

Objective L1a) By January 1, 2025, achieve a total reduction of 75 million metric tons of greenhouse gas attributed to changes in waste generation, materials conservation, and resource management practices.

Objective L1b) Reduce the number of households who burn their waste on-site (and the resulting dioxin and other pollutants and associated wildfire risks) by 75 percent from the 2005 baseline by January 1, 2013.

Goal L.2 Minimize or reduce the release of contaminants to or from the land.

Objective L2a) Significant Compliance is achieved annually at 90 percent of solid waste facilities.

Objective L2b) On an annual basis, 90 percent of above and underground storage tanks will be in significant operational compliance.

Objective L2c) On an annual basis, 90 percent of hazardous waste generators and facilities will be in significant compliance.

Objective L2d) By 2011, household hazardous waste (HHW) collection participation increases by 20 percent above the 2005 baseline.

Goal L.3 Restore land to productive use by managing risk from contaminated sites.

Objective L3a) Reduce the number of sites in the Superfund Program at a rate of 10 sites per year.

Objective L3b) Attain a net decline in the number of sites in the Petroleum Tank Release Program of 150 sites per year.

Objective L3c) Complete 100 percent of the construction and 100 percent of the land use plans for all 112 landfills in the Closed Landfill Program by 2012.

Objective L3d) Facilitate the redevelopment of contaminated properties through issuance of 200 assurance letters per year, consistent with standards established to protect human health and the environment.

Vision: Minnesota Has Clean, Sustainable Surface and Ground Water

Goal W.1 Assess the condition of Minnesota's ground water systems and provide information on the effectiveness of Best Management Practices to assist the Agency's efforts to prevent and reduce degradation of ground water and support ground water conservation.

Objective W1a) Assess the ambient condition of Minnesota's ground water, focusing on vulnerable aquifers in nonagricultural areas.

Objective W1b) By December 31, 2012, and every five years thereafter, report on the condition of Minnesota's ground water.

Objective W1c) By December 31, 2010, identify Best Management Practices employed by programs to prevent or reduce ground water degradation, highlight those for which more data is needed to evaluate effectiveness, and develop a plan for addressing the data gaps.

Goal W.2 Assess the chemical, physical and biological integrity of Minnesota's lakes, streams and wetlands to identify if designated uses are being met, and provide information on the condition of waters.

Objective W2a) By December 31, 2017, sample and assess Minnesota's 81 major watersheds to determine if they meet designated aquatic life, recreation and consumption beneficial uses, and to identify pollutant load trends.

Objective W2b) By January 1, 2017, gather water quality data and assess 100 percent of the lakes 500 acres and larger; at least 25 percent of the lakes between 100 and 499 acres; and continue to expand the Citizen Lake and Citizen Stream Monitoring Programs by five percent per year.

Objective W2c) Beginning in 2010, evaluate the overall state-wide quality of Minnesota's wetlands using probabilistic surveys every three years to determine if wetland programs are meeting the goal of no net loss of wetland quality and assist the Department of Natural Resources and the Minnesota Board of Water and Soil Resources in their evaluation of wetland quantity.

Objective W2d) By April 1, 2010, and every two years thereafter, identify impaired waters, report that information to the U.S. Environmental Protection Agency according to their requirements, and provide information about impaired and unimpaired waters to Minnesotans.

Goal W.3 Protect and improve the chemical, physical and biological integrity of Minnesota's lakes, streams and wetlands.

Objective W3a) By May 1, 2011 and every three years thereafter, review Minnesota's water quality standards to incorporate standards that reflect current science and information.

Objective W3b) Wastewater National Pollutant Discharge Elimination System (NPDES) facilities do not contribute to the impairment or degradation of state waters.

Objective W3c) By January 1, 2014, strengthen local programs to reduce the percentage of subsurface soil treatment systems (SSTS) characterized as failing or imminent threats to public health and safety from 39 percent to less than five percent.

Objective W3d) NPDES Stormwater sources do not contribute to the impairment or degradation of state waters.

Objective W3e) Ensure that manure does not contribute to the impairment or degradation of state waters.

Objective W3f) To provide a framework to guide water quality protection and impaired waters restoration efforts, develop watershed management and implementation plans for the 81 major watersheds by 2018.

Objective W3g) Restore impaired waters to meet designated uses.

Vision: Excellence in Operations

Goal E.1 Provide a safe and healthy workplace for all employees, volunteers and visitors.

Objective E1a) Provide a safe workplace; free from work-related accidents and injuries by addressing safety issues and continuously improving agency practices.

Objective E1b) Staff has access to required training, including refresher training, including all new employees within probation period or before performing those duties where training is a prerequisite.

Objective E1c) Promote participation in employee wellness activities by sponsoring appropriate workplace and non-workplace activities.

Goal E.2 Manage agency operations to support the agency's environmental work and core operations in effective and efficient manner.

Objective E2a) Maintain a human resources system that supports the agency's management of its employees in performing work of the agency.

Objective E2b) Using appropriate benchmarks, improve the linkage of the agency's strategic plan, budget, workplans and progress evaluation systems toward achieving environmental goals.

Objective E2c) Using appropriate benchmarks improve the system of managing agency's resources consistent with our priorities.

Objective E2d) Ensure the agency maintains consistent and current administrative policies and practices.

Objective E2e) Manage agency fiscal resources such that agency budgets are reflective of its priorities and financial information is available in real time.

Objective E2f) Develop measures for agency-wide compliance and enforcement efforts so that they remain relevant and current in context of the overall strategic plan.

Objective E2g) Increase employee engagement levels by three percent for each biennial survey/action planning cycle across the agency.

Goal E.3 Achieve excellence through application of appropriate tools and best practices.

Objective E3a) Routinely review agency performance and division dashboard measures and adjust strategic goals and priorities based on the data and best practices as directed by senior managers.

Objective E3b) Refresh the continuous improvement deployment plan routinely to establish appropriate measures and strategies for implementing agency-wide continuous improvement processes.

Objective E3c) Develop and implement a communications strategy that advances the agency goals.

Objective E3d) Develop and implement an education and outreach strategy that advances the agency goals.

Objective E3e) Measure pollution prevention results within targeted agency programs.

Goal E.4 Provide a reliable information management system that supports the agency and its partners in effective and efficient environmental work.

Objective E4a) Provide timely access to environmental data so that 100 percent of our environmental data that is located in databases is available publicly.

Objective E4b) Provide an environmental context for 75 percent of our data that is publicly accessible.

Objective E4c) Provide IT services that enable staff to deliver environmental services more efficiently and effectively such that 90 percent of the IT services are provided within agreed upon timeframes.

Objective E4d) Develop the capability for paperless operation for 75 percent of the agency's major services.

Objective E4e) Design a records management system that incorporates 60 percent of paper records into an electronic document management system.

Goal E.5 Maintain the agency's capacity to recognize and address emerging issues that fall within the agency's authority.

Objective E5a) Continually collect and analyze data regarding the state of Minnesota's environment to identify trends for known stressors, identify new stressors, and assess the need for new or improved actions to protect Minnesota's environment and public health.

Website Information for MPCA Strategic Plan Supporting Documents

[Minnesota's Recycling Industries: Economic Activity Summary](http://www.pca.state.mn.us/oea/market/economic.cfm) — www.pca.state.mn.us/oea/market/economic.cfm

[Pollution Prevention Evaluation Report](http://www.pca.state.mn.us/publications/reports/lrp-p2s-2sy08.pdf) — www.pca.state.mn.us/publications/reports/lrp-p2s-2sy08.pdf

[2002 Minnesota Report Card on Environmental Literacy](http://www.seek.state.mn.us/publications/reportcard2002.pdf) — www.seek.state.mn.us/publications/reportcard2002.pdf

[Next Generation Act](http://www.nextstep.state.mn.us/res_detail.cfm?id=4034) — www.nextstep.state.mn.us/res_detail.cfm?id=4034

[Interagency Pollution Prevention Advisory Team Annual Report](http://www.nextstep.state.mn.us/res_detail.cfm?id=1120) — www.nextstep.state.mn.us/res_detail.cfm?id=1120

[Climate/Energy Citizen Partnership Grant Request for Proposals](http://www.nextstep.state.mn.us/res_detail.cfm?id=4041) — www.nextstep.state.mn.us/res_detail.cfm?id=4041

[Signers of the U.S. Mayors' Climate Protection Agreement](http://usmayors.org/climateprotection/list.asp), — <http://usmayors.org/climateprotection/list.asp>