



Minnesota  
Pollution  
Control  
Agency

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# P2/Sustainability Work Group Meeting Minutes

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May 26, 1999, 9:00 a.m. - noon

**Members Present:** Katherine Carlson, MPCA; Kim Carlson, Cities Management, Inc.; Angela Ewald, Crystal Cabinets; Buford Faust, Viking Salvage; Cindy Hilmoe, MPCA; Mac Hyde, Real Estate Recycling LLC; Al Innes, MPCA; John Jaimez, Materials Productivity LLC; Marty Moran, Nico Plating; Philipp Muessig, OEA; Wayne Nelson, Metropolitan Council; Mark Schmitt, MPCA; Chris Thompson; John Young, Port Authority of St. Paul.

## **Review and Approve Agenda**

The agenda was reviewed and approved.

## **Approve 4-13-99 Minutes**

- Cindy Hilmoe noted change of date on minutes from April 29 to April 13.
- Wayne Nelson commented on page 4, Track Successes. He said that MPCA should also track failures.

## **Performance Measurement for Enhanced Opportunities for P2-Sustainability Recommendations**

Cindy Hilmoe gave presentation on performance measurements, indicating that the MPCA is obligated by the EPA to track performance of this project once it is implemented. The framework to be used for developing criteria for the program's performance is nationally known and was customized by the Management Analysis Division of the Minnesota Department of Administration for MPCA. The framework consists of a 7-step progression. Each step builds upon the previous one. First a mission is defined, broad agency goals are set, customers are identified, and subgoals specific to the program and customers are determined. Finally, objectives with performance and timeline targets are developed, strategies or activities necessary to meet the objectives are listed, and the measures used to indicate the degree to which objectives are achieved are itemized. Guiding questions are presented for each step

## **Key Points of the Performance Measurement Framework**

- Focuses on results;
- The tool encompasses both a broad perspective and the details;
- Performance measurement ensures accountability in decision-making; and
- Provides a way to conduct regular, periodic evaluations of actual and planned program results.





**Types of Performance Measures Possible**

Cindy provided an overview of the types of performance measures that fit into the framework:

*Environmental Outcomes:*

An action’s impact or result on such things as releases, emissions, acres of wetland converted, ambient concentrations, exposures, environmental effects.

*Output:*

Measure of activities performed. Indicator of the number of units produced, services provided, or people served.

*Efficiency:*

Cost per unit of output. Operations improvements, e.g., percentage of vendor payments processed within 30 days.

*Explanatory Information:*

Elements or factors affecting agency performance. Such as economic conditions, population shifts, geographic changes, federal and state law changes, and other variables that cannot be controlled.

In the absence of quantitative or qualitative data necessary to measure an environmental outcome, output is commonly measured as a surrogate.

**Applying the Framework to the P2/Sustainability at Remediation Sites Project**

The first of the 7 steps involved in the framework are predetermined in the Agency-wide or division-specific mission statements, as well as the previous work in which customers were identified by the Work Group. The staff seeks work group input on Step 4 of the framework: subgoals. Based on the subgoals identified by the work group and staff, staff will develop the environmental objectives, and strategies or activities that would help achieve the goals, and the associated measures of performance.

**STEP 1: Agency and Division Missions:**

*What is the MPCA’s long-term purpose?*

- The MPCA mission is to protect Minnesota’s environment to secure the quality of life of its citizens. (MPCA mission statement)
- Create appropriate policies and solutions, recommendations and tools, with input from our customers. (MPCA Policy and Planning mission statement)
- Enhance understanding of development choices, including the pollution prevention alternatives, and their ultimate impact on the environment.
- Optimize resources to focus on preventative strategies to maximize environmental benefits.
- Operate from a multimedia approach with a holistic viewpoint.
- Promote and practice environmental sustainability.

**STEP 2: Program Goal**

*What are the broad environmental results we want to achieve through a program to enhance opportunities for P2 and sustainable activities at remediation sites?*

The MPCA will protect the environment and public health through multimedia approaches, which emphasize pollution prevention and resource sustainability.

**STEP 3: Service Population**

*Who is most directly affected by this goal of enhancing P2 and sustainability at remediation sites?*

Primary Customers and Participants

- Voluntary parties (including private and public developers or development agencies)
- Responsible parties
- Other state or local agencies (i.e., DTED)
- Owners
- Regulatory staff, supervisors and managers

Stakeholders and Secondary Customers and Participants

- Financial institutions
- Communities surrounding remediation sites
- Trade organizations
- Academic institutions



- Local units of government
- Architectural designers
- Manufacturer’s vendors
- Insurance agencies
- Environmental and engineering consulting firms
- Property managers
- Environmental organizations

STEP 4: Program Subgoals

What specific policy “ends” can be addressed by enhanced P2 and sustainability at remediation sites? The focus in subgoals should be on desired results. What impact will the program have on the customers?

Cindy provided some possible subgoals to the give the Work Group members an idea of how the framework can be applied. Subgoals might include:

- Enlarge the knowledge and perception of what environmental protection can look like at remediation sites.
- Improve environmental performance at remediation sites through pollution prevention and sustainable activity.
- Prevent future releases at remediation sites through pollution prevention and sustainable activity, where appropriate.
- Increase voluntary applications of pollution prevention and sustainable activity at remediation sites.

The following table shows how steps 5, 6 and 7 could look for the subgoal , “Enlarge the knowledge and perception of what environmental protection can look like at remediation sites.”

<p><i>STEP 5:</i> <i>Environmental Objectives</i></p> <p><i>What do we need to accomplish?</i> <i>Targets, Timelines</i></p>	<p><i>STEP 6:</i> <i>Strategies/Activities</i></p> <p><i>How do we meet the objectives?</i></p>	<p><i>STEP 7:</i> <i>Performance Measures</i></p> <p><i>What are the indicators of our accomplishments? Were targets and timelines met?</i></p>
<ul style="list-style-type: none"> <li>• Orient 20 percent of Remediation staff and all supervisors and managers to new guidelines by mid-September 1999; and remaining staff by mid February 2000.</li> <li>• Present program overview to external stakeholders at each regional office of the MPCA between April and June 2000.</li> <li>• Revise Position Descriptions (PDs) for staff, supervisors and managers to reflect responsibility for implementing guidelines by mid-February 2000.</li> <li>• Publish at least one case study of enhanced P2 or sustainable activity in the EPA annual report, Land Recycling Newsletter and Enviroline per year (July to June).</li> <li>• Publish an article or articles in a minimum of 2 trade or business publications per year (July to June).</li> </ul>	<ul style="list-style-type: none"> <li>• Prepare and schedule training and external outreach.</li> <li>• Propose standard revisions to PDs.</li> <li>• Prepare publications.</li> </ul>	<ul style="list-style-type: none"> <li>• Percent of staff, supervisors and managers trained.</li> <li>• Percent of PDs revised.</li> <li>• Number of publications.</li> </ul>



The Work Group members were requested to list appropriate subgoals for the staff to work on in implementing enhanced P2 and sustainability at cleanup sites. By going around the room and requesting input from every member, the staff hoped to get an idea of where to focus efforts to make the project work.

### **Work Group Discussion**

The work group discussion provided additional subgoals and some ideas regarding objectives, strategies and measurements.

- Extend the range of options available to remediation stakeholders to implement P2 or sustainable practices through producing a toolkit for stakeholders.
- Suggest or implement P2 and sustainable activities without compromising economic growth and job creation.
- Define clearly for remediation stakeholders what constitutes improved environmental performance and who is responsible for achieving it through P2 or sustainable practices.
- Involve and educate stakeholders not directly involved with remediation activities, including the general public, about the benefits of considering P2 and sustainable practices early in planning or proposals.
- Inspire commitment to P2 and sustainability from business and industry stakeholders through recognition and positive publicity.
- Improve knowledge and perception about P2/sustain among stakeholders.
- Improve the remediation process to provide added value to stakeholders.
- Maintain the flexibility of responsible or voluntary parties to consider or implement P2 and sustainable activities at their discretion as they respond to free-market forces.
- Promote community understanding about risk-based decisions to facilitate acceptance of P2 or sustainable practices.
- Increase knowledge among regulatory staff about P2/sustainability and maintain a core group of experts on staff.

- Develop understanding among “market forces” (i.e. bankers) that support P2/sustainability in remediation decisions when appropriate.
- Eliminate aspects of the remediation process that restrict options or intimidate those who report discovered contamination.
- Publicize remediation projects in which P2 and sustainability implementation provide added value to all stakeholders.
- Develop evaluation measures to determine how many P2 or sustainability recommendations made to voluntary or responsible parties were valuable to the VPs or RPs.
- Encourage more voluntary remediation activities, which will provide more opportunities to achieve P2 or sustainability.

### **Announcements**

Cindy announced that there will be an Eco Industrial Development Strategies and Case Studies Convention on June 23, sponsored by Green Institute. She also reminded members that June 30 is the cutoff date for all the Level of Consensus votes.

### **Level of Consensus Voting**

The Work Group agreed that in the future, an additional vote choice will be offered: “need more information.” Also, that staff should pare down recommendations, rather than strictly recreating detailed points of work group discussion as recommendations. A tally of votes was taken for items 41-83, except the following, which will be revised and resubmitted: 47, 51, 52, 57, 58, 63, 64, 65, 67, 74, item #72 was deleted.

### **Next Agenda and Meeting Dates**

The next meeting date will be June 30, 1999, 9:00 a.m. – noon, MPCA Central Board Room. The June agenda will involve a recognition ceremony and the final formal Work Group discussion on how to make implementation of P2 and sustainable practices at remediation sites as seamless as possible. The staff requested that members arrive promptly at 9:00 a.m. for the recognition portion of the meeting.