

# Minnesota Pollution Control Agency Strategic Plan

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## MPCA mission:

To help Minnesotans protect and improve the air, land and waters  
to sustain healthy ecosystems.

## Vision: Clean and Clear Air

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

#### **Objectives:**

- A1a) Reduce risks to humans and the environment by continually meeting all federal and state ambient air quality standards. \*
- A1b) By December 31, 2010, reduce overall emissions in Minnesota of fine particulates and/or pollutants that contribute to fine particle formation by 30 percent from 2000 levels.
- A1c) By December 31, 2010, reduce overall emissions in Minnesota of pollutants that contribute to ozone formation by 30 percent from 2000 levels.

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

#### **Objectives:**

- A2a) By December 31, 2010, reduce measured ambient concentrations of air toxics to levels below health benchmarks. \*\*
- A2b) Reduce risks to humans and the environment by continually meeting all federal and state air toxics control technology standards. \*
- A2c) By December 31, 2004, clarify the MPCA role in monitoring and reducing odorous emissions.

### **Goal A.3. Minnesota takes responsibility for reducing its share of air pollutants generated in the state that have regional, national and global impacts.**

#### **Objectives:**

- A3a) By December 31, 2005, reduce mercury emissions from all Minnesota sources by 70 percent from 1990 levels in order to reduce air deposition to surface waters. \*
- A3b) By December 31, 2010, reduce the concentrations of mercury in fish by at least 10 percent from 2000 levels.
- A3c) By December 31, 2010, help reduce the greenhouse gas intensity ( net emissions per dollar GDP) of the U.S. economy by 18 percent. \*\*
- A3d) By December 31, 2014, reduce visibility impairment in Voyageurs National Park and the Boundary Waters Canoe Area Wilderness by 20 percent. \*

\* Federal or State Rule or Law

\*\* Federal or State Guidance

## **Vision: Land Supports Desired Uses**

### **Goal L.1. Reduce or eliminate the use of environmentally harmful substances in manufacturing products or delivering services.**

#### **Objectives:**

- L1a) By December 31, 2004, develop a plan and process for identifying stewardship opportunities for products or services that use or create materials which cause environmental damage during production, use or disposal.
- L1b) By December 31, 2003, develop and implement a plan for identifying pollution prevention opportunities from industries currently needing air, water or waste permits to reduce discharges below permit thresholds.
- L1c) By December 31, 2004, develop and implement a plan for identifying pollution prevention opportunities for businesses, industries or governmental units who are not required by rule or statute to obtain a permit to address pollution emissions or discharges.

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

#### **Objectives:**

- L2a) By December 31, 2006, the percent growth in per capita residential solid waste generation is equal to the population growth rate.
- L2b) By December 31, 2008, increase the tonnage of mixed municipal solid waste processed by 7 percent from 2001 level.
- L2c) By December 31, 2005, manage 80 percent of available gas and 85 percent of leachate from State managed closed landfills.
- L2d) By December 31, 2004, 90 percent of permitted mixed-municipal landfill facilities will be in significant compliance with applicable rules, statutes and permit conditions.
- L2e) By June 30, 2008, complete spill prevention and response plans covering 150 miles of major river and shoreline in areas identified in sensitivity atlases.
- L2f) By December 31, 2007, 80 percent of above and underground storage tanks will be in significant operational compliance.
- L2g) By December 31, 2004, 95 percent of hazardous waste LQGs, 85 percent of SQGs and 95 percent of TSDs will be in significant compliance with applicable state and federal rules and regulations.

### **Goal L.3. Restore contaminated land to productive use.**

#### **Objectives:**

- L3a) By June 30, 2007 clean-up actions consistent with applicable state and federal guidance will be completed at 92 percent of the tank release sites reported through June 30, 2003.
- L3b) By December 31, 2004, 90 percent of No Association Assurances will be issued by the VIC program within 80 billable hours.
- L3c) By June 30 2006, complete cleanup actions consistent with applicable state and federal guidance for all state Superfund sites listed on June, 2003.
- L3d) By December 31, 2004 establish a Natural Resource Damage Assessment (NRDA) plan.

## **Vision: Clean Sustainable Ground Water Systems**

### **Goal G.W.1. Assess the status or condition of Minnesota's ground water systems.**

#### **Objectives:**

- GW1a) By August 1, 2004, design an ambient ground water monitoring system, including monitoring goals, network coverage and data management system in cooperation with partners.
- GW1b) By December 31, 2004, implement the ambient ground water monitoring system.
- GW1c) By December 31, 2006, and every 5 years thereafter, report on ground water condition.

### **Goal G.W.2. Prevent or reduce degradation and depletion of ground water.**

#### **Objectives:**

- GW2a) By December 31, 2004, implement a cooperative effort to work with local government and state agencies to implement activities that reduce impacts from land use decisions.
- GW2b) By December 31, 2006 develop area wide best management practices, in cooperation with partners, that prevent ground water degradation and depletion.
- GW2c) By December 31, 2007, develop a list of options for making ground water suitable for intended uses.

## **Vision: Clean, Fishable and Swimmable Surface Waters**

### **Goal W.1. Assess the chemical, physical and biological integrity of lakes, streams and wetlands to identify if designated uses are being met, and to provide information on the condition of waters.**

#### **Objectives:**

- W1a) By December 31, 2014, gather water quality data and increase assessment of streams and rivers to 33 percent, in comparison to the 2003 level of 5 percent.
- W1b) By December 31, 2014, gather water quality data and assess 100 percent of the lakes larger than 500 acres.
- W1c) By December 31, 2014, gather data and increase monitoring so that 25 percent of the state's depressional wetlands are assessed.
- W1d) By December 31, 2008, assess Minnesota's contribution to identified regional, national and international water pollution problems.
- W1e) Ensure data is readily available to the public within one year of season it is collected.
- W1f) Complete impaired waters list according to EPA requirements.\*

### **Goal W.2. Maintain and enhance the chemical, physical and biological integrity of Minnesota lakes, streams and wetlands so that water quality standards and designated uses are met and degradation is prevented.**

#### **Objectives:**

- W2a) By December 31, 2005, ensure that discharges from all permitted point sources are in significant compliance with state and federal limits 95 percent of the time for major facilities and 90 percent of the time for regular facilities. \*\*
- W2b) By December 31, 2006, prevent 1.2 million tons of sediment from reaching surface

\* Federal or State Rule or Law

\*\* Federal or State Guidance

waters annually from construction activities in comparison to an estimated 2003 level of 600,000 tons.

- W2c) By December 31, 2004, ensure that feedlots with NPDES permits meet state and federal requirements 90 percent of the time. \*\*
- W2d) By October 1, 2005, 90 percent of the feedlot facilities enrolled in the open lot program meet interim correction measures and by October 1, 2010, 90 percent of these facilities meet water quality effluent standards. \*
- W2e) By December 31, 2004, develop and implement an evaluation system for measuring progress in attaining basin/watershed goals.
- W2f) By February 1, 2005, improve understanding of phosphorus loading in Minnesota by identifying the amounts and sources of phosphorus entering state waters and develop strategies for reducing phosphorus loads. \*
- W2g) By December 31, 2005, and every 3 years thereafter, review Minnesota's water quality standards to incorporate changes to the standards to reflect current science and information. \*
- W2h) By 2014, strengthen local programs through increased outreach, support and enforcement to reduce the percentage of septic tanks characterized as failing or imminent threats to public health and safety from 39% to full compliance.

**Goal W.3. Restore the chemical, physical and biological integrity of Minnesota lakes streams and wetlands that do not support designated uses.**

**Objectives:**

- W3a) Complete TMDL studies within 13 years of initial listing.
- W3b) Within one year of EPA approval of each TMDL study, implementation plans will be approved and initiated.
- W3c) By July 1, 2005, obtain Legislative approval of an impaired waters program.

**Vision: Well managed organization**

**Goal M.1. Develop and maintain a healthy, positive and productive work force.**

**Objectives:**

- M1a) By each August 31, review and revise division recognition and communication plans.
- M1b) By each September 30, the Human Resources Management Team will evaluate and report on the agency-wide recognition program.
- M1c) By each September 30, the Human Resources Management Team will evaluate and report on the agency-wide performance management program (i.e., performance reviews, work plans, employee development plans).
- M1d) By 2007, eliminate work related injuries.
- M1e) By 2005, increase by 10 percent from 2003, employee participation in wellness activities.
- M1f) Beginning in FY 2004, ensure 100 percent placement opportunity for staff from programs that reduce staffing levels.
- M1g) By July 1, 2004 develop procedures, tools, and techniques for determining effectiveness in meeting this goal.

\* Federal or State Rule or Law

\*\* Federal or State Guidance

**Goal M.2. Manage the organization and programs for optimum efficiency.**

**Objectives:**

- M2a) Leaders report monthly and quarterly on established performance measures.
- M2b) Leaders accomplish 95 percent of annual objectives identified in division work plans.
- M2c) By August 1 each year, the Fiscal Systems, Business Systems, Information Management, Human Resource and Environmental Results Management System Management Teams create annual work plan objectives and annually meet 95% of their objectives.
- M2d) Management team decisions and approved recommendations are implemented by leadership within established timeframes.
- M2e) Leaders implement 6 Sigma according to deployment plan.
- M2f) By October 31, 2003 develop a framework for analyzing program life cycles.
- M2g) By April 30, 2004, and annually thereafter, the Steering Committee identifies programs that will complete life cycle analysis and the schedule for completion.
- M2h) Resources managed in compliance with all laws and contracts.

**Goal M.3. Manage and lead an effective organization to address long-term external expectations.**

**Objectives:**

- M3a) By January 1, 2004, and every even year thereafter, seek to understand external expectations and obtain feedback on agency performance by developing and implementing public and stakeholder-specific research tools.
- M3b) By June 30 of each year, ensure that at least 50% of available FTE's are assigned to work in the top ten priority programs.
- M3c) By March 31, 2004, establish a data management system that will allow us to link work plans, budget, timetracking, environmental and other measures, to improve our ability to evaluate and manage progress toward achieving strategic plan goals.
- M3d) By July 1 2004, develop a communication strategy that improves internal/external relationships, advances our environmental agenda and shares communication responsibility with agency leaders, staff and the public information office; the Communications Management Team shall evaluate and report on implementation progress each year thereafter.
- M3e) By July 31 of each year, evaluate the progress achieved during the previous Legislative Session in advancing our strategic goals and objectives and communicate the results of the evaluation to stakeholders and staff.

# MPCA Goal Tree

## Mission

## Guiding principles

## Vision

## Goals

## Objectives

**Focus on What's Important**  
We will establish priorities and assign resources to accomplish goals, understanding that some effort is needed to maintain gains in low priority areas.

**Manage for Environmental Results**  
We will prevent and control pollution whenever possible, and restore resources damaged by pollution

**Relationships are Critical**  
We seek to create and enhance partnerships with those who help us achieve our mission by soliciting input, clearly communicating, valuing people and ideas, foster trust, supporting the work of others and sharing the learning from our experience

**Data Informs Decisions**  
We will collect and use verifiable transparent data to inform and support decisions and to track progress towards our stated goals

**Excellence in Service Delivery**  
We will strive to meet expectations of internal and external users of our services, always being effective and investigating opportunities to be more efficient.

Help protect

Help improve

Healthy ecosystems

