



**MPCA**

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# **Strategic Plan**

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February 2006



**Minnesota Pollution Control Agency**



# Minnesota Pollution Control Agency

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## *Office of the Commissioner*

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March 1, 2006

Dear Environmental Partner,

I'm very pleased to provide you with our new strategic plan and associated goal tree. This plan brings together many of the ideas from the former Office of Environmental Assistance and Minnesota Pollution Control Agency (MPCA), and sets a new direction for our agency. Our new plan includes a number of changes, but there are four I would like to highlight for you.

- Our mission now includes conservation as well as protection and improvement. The new MPCA is committed to making sure our environmental resources are used wisely, and conservation is an important element of stewardship. I strongly believe our combined resources and coordination of assistance, training, permitting, compliance and outreach approaches will result in the new agency being able to work more effectively toward this mission.
- Our guiding principles now include a recognition that the integration of environmental, social and economic sciences is critical in policy and problem-solving. While we have been practicing this integration for quite some time, we are now affirmatively stating it in our principles.
- Our vision now calls for Minnesotans to take responsibility to protect our environment. This is placed in the center of our goal tree, because it is core to our mission. Under this vision, you will see a number of new goals and objectives that exemplify our new focus on pollution prevention and individual responsibility.
- Our objectives are measurable and drive toward better environmental and agency performance.

I look forward to working with you in reaching our common goal of a better environment in Minnesota. If you have questions on the plan or would like a representative from the MPCA to meet with your organization to discuss the plan, please contact Colleen Coyne by e-mail at [colleen.coyne@pca.state.mn.us](mailto:colleen.coyne@pca.state.mn.us).

Sincerely,

A handwritten signature in black ink that reads "Sheryl A. Corrigan". The signature is fluid and cursive, with a long horizontal flourish at the end.

Sheryl A. Corrigan  
Commissioner

# Minnesota Pollution Control Agency Strategic Plan

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## **MPCA Mission:**

Working with Minnesotans to protect, conserve and improve our environment and enhance our quality of life.

## **Vision: Minnesotans take responsibility to protect our environment.**

### **Goal R.1. Minnesotans buy green products and services.**

#### Objectives

- R1a) By January 1, 2008, decrease energy consumption by at least 30 percent from 2002 base in new green building projects assisted by the agency.
- R1b) By January 1, 2009, consumers produce 15 percent less household hazardous waste than in 2005.
- R1c) By January 1, 2011, state and local governments increase the purchase of environmentally friendly products and services by 30 percent over 2001 levels.

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

#### Objectives

- R2a) By January 1, 2011, agency actions result in increased production of 5 trillion BTUs of renewable energy above 2003 base.
- R2b) By January 1, 2007, identify the six products that pose the greatest environmental risk, including products that contain lead and mercury, and define actions needed to reduce or eliminate the use of the toxic components.
- R2c) By January 1, 2014, increase the number of value-added recycling manufacturing jobs to 9,600 and gross economic activity from this sector by 20 percent over 2000 levels.
- R2d) By January 1, 2008, work to reduce the generation of Toxic Release Inventory chemicals — and the number of facilities in targeted sectors required to report — by 10 percent from 2002 levels.
- R2e) By January 1, 2011, reduce the number of regulated facilities — or level of regulation required at facilities — by 5 percent from 2005 levels, within selected program areas. (Selections to be made by January 1, 2007.)

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

#### Objectives

- R3a) By January 1, 2011, Minnesotans' scores on an environmental literacy survey demonstrate an average increase of at least 5 percent above 2002 scores.
- R3b) By January 1, 2011, voluntary pollution prevention actions increase by 10 percent from 2006 levels.

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\* Federal or state rule or law

\*\* Federal or state guidance

- R3c) By January 1, 2007, partner with local government on strategies to conserve water, and report annually on progress.
- R3d) By January 1, 2007, work with local governments to leverage their efforts to prevent stormwater pollution, and report annually on progress.
- R3e) Increase citizen monitoring of lakes and streams by 5 percent annually.

## **Vision: Minnesota's air is clean and clear.**

### **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 ambient air quality standards.\*
- A1b) By January 1, 2011, reduce overall emissions in Minnesota of sulfur dioxide and nitrogen oxides (pollutants that contribute to fine particle formation) by 30 percent from 2000 levels, and by July 1, 2006, develop a strategy to appropriately address the other constituents of fine particles.
- A1c) By January 1, 2011, reduce overall emissions in Minnesota of pollutants that contribute to ozone formation (volatile organic compounds and nitrogen oxides) by 30 percent from 2000 levels.
- A1d) Protect attainment of ambient air quality standards by continually meeting a target of 95 percent of major sources in significant compliance.

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

#### Objectives

- A2a) By January 1, 2011, reduce measured ambient concentrations of air toxics to levels below health benchmarks.\*\*
- A2b) Reduce risks to humans and the environment by continually meeting a target of 95 percent of major sources in significant compliance with all federal and state air toxics control technology standards.\*
- A2c) By July 1, 2008, reduce emissions of dioxins and furans from open burning by 50 percent from 2002 levels.

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

#### Objectives

- A3a) By January 1, 2006, reduce mercury emissions from all Minnesota sources by 70 percent from 1990 levels in order to reduce air deposition to surface waters.\*
- A3b) By January 1, 2011, reduce the concentrations of mercury in fish by at least 10 percent from 2000 levels.
- A3c) By January 1, 2011, help reduce the greenhouse gas intensity (net emissions per dollar GDP) of the U.S. economy by 18 percent.\*\*
- A3d) By January 1, 2015, reduce visibility impairment in Voyageurs National Park and the Boundary Waters Canoe Area Wilderness by 20 percent.\*

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\* Federal or state rule or law

\*\* Federal or state guidance

## **Vision: Minnesota's land supports desired uses.**

### **Goal L.1. Conserve resources and prevent land pollution that reduces options for desired land use.**

#### Objectives

- L1a) By January 1, 2010, 500 tons of lead per year is removed from the disposal system.
- L1b) By January 1, 2007, growth in municipal solid waste generation does not exceed the population growth rate.
- L1c) By January 1, 2007, a statewide 43 percent recycling rate and 27 percent organics/waste-to-energy rate are achieved. By January 1, 2011, a 50 percent recycling rate and 35 percent organics/waste-to-energy rate are achieved.
- L1d) By January 1, 2012, 40 percent of post-consumer carpet is recycled.
- L1e) By January 1, 2008, identify the top five discarded materials that adversely deplete nonrenewable resources and propose conservation actions.

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

#### Objectives

- L2a) By June 30, 2006, significant compliance is achieved at 90 percent of solid waste facilities.
- L2b) By January 1, 2008, 75 percent of above- and underground storage tanks will be in significant operational compliance.
- L2c) By January 1, 2006, 90 percent of hazardous waste generators and facilities will be in significant compliance.

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

#### Objectives

- L3a) By June 30, 2007, cleanup actions consistent with applicable state and federal guidance are completed at 95 percent of the tank release sites within four years of a site entering the Petroleum Release Program.
- L3b) By December 31 of each year, return at least 3,600 acres of contaminated land to productive use through voluntary clean-up actions.
- L3c) By January 1, 2007, select final cleanup actions consistent with applicable state and federal guidance for 90 percent of the sites listed on the Permanent List of Priorities as of December 7, 2001. Construction of final cleanup will occur within two years at 90 percent of sites with selected remedies.
- L3d) By January 1, 2007, 85 percent of available gas and 85 percent of leachate from closed landfills are properly managed.
- L3e) By January 1, 2007, 95 percent of significant involvement reported spill sites have a record of adequate clean up and closure within one year of the incident.

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\*\* Federal or state guidance

# **Vision: Minnesota has clean, sustainable surface and ground water.**

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

### Objective

- W1a) By January 1, 2007 and every five years thereafter, report on the condition of Minnesota's ground water and progress in implementing ground water condition monitoring.

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

### Objectives

- W2a) By March 31, 2008, work with partners to identify and implement Best Management Practices that prevent ground water degradation and depletion and report on the effectiveness of their implementation.

## **Goal W.3. 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.**

### Objectives

- W3a) By January 1, 2015, gather water quality data and increase assessment of streams and rivers to 33 percent, compared to the 2003 level of 5 percent.
- W3b) By January 1, 2015, gather water quality data and assess 100 percent of the lakes larger than 500 acres.
- W3c) By January 1, 2015, gather data and increase monitoring so that 25 percent of the state's depressional wetlands are assessed.
- W3d) By January 1, 2009, assess Minnesota's contribution to identified regional, national and international water pollution problems.
- W3e) Ensure data is readily available to the public within one year of season it is collected.
- W3f) Complete impaired waters list according to EPA requirements.\*

## **Goal W.4. Maintain and enhance Minnesota lakes, streams and wetlands so that water quality standards and designated uses are met and degradation is prevented.**

### Objectives

- W4a) 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 minor facilities.\*\*
- W4b) By July 1, 2009, all of the 240 Municipal Separate Stormwater Systems (MS4s) are actively managing stormwater programs.
- W4c) By January 1, 2008, 95 percent of the stormwater permits for construction sites less than 50 acres will be issued within seven days.
- W4d) Ensure that feedlots with NPDES permits meet state and federal requirements 90 percent of the time.\*\*
- W4e) By January 1, 2011, 90 percent of the feedlot facilities enrolled in the open lot program meet water quality effluent standards.\*

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\* Federal or state rule or law

\*\* Federal or state guidance

- W4f) By January 1, 2007, conduct a performance evaluation of the water quality program basin management framework and make adjustments.
- W4g) By October 1, 2006, and every three years thereafter, review Minnesota's water quality standards to incorporate changes to the standards to reflect current science and information.\*
- W4h) By January 1, 2014, strengthen local programs to reduce the percentage of septic tanks characterized as failing or imminent threats to public health and safety from 39 percent to less than 5 percent.
- W4i) Annually complete 95 percent of the non-TMDL watershed activities specified in the federal work plan.
- W4j) Annually complete 95 percent of the watershed projects specified in the federal work plan.

**Goal W.5. Restore the chemical, physical and biological integrity of Minnesota lakes, streams and wetlands that do not support designated uses.**

Objectives

- W5a) Complete TMDL studies within 13 years of initial listing.
- W5b) Within one year of EPA approval of each TMDL study, implementation plans will be approved and initiated.
- W5c) By January 1, 2007, implement the impaired waters program plan and report annually.

**Vision: Excellence in operations.**

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

Objectives

- E1a) Provide a safe and healthy work place, free from work-related accidents and injuries.
- E1b) Continue to have zero tolerance for workplace harassment, violence or threats.
- E1c) Promote participation in employee wellness activities.

**Goal E.2. Manage agency operations efficiently and effectively.**

Objectives

- E2a) Maintain a human resources system that supports the agency's management of its employees in performing work of the agency.
- E2b) Build a system to link the agency's strategic plan, budget, and work plans to evaluate progress toward achieving environmental goals.
- E2c) Implement a system of managing the agency's resources consistent with agency priorities and all applicable law.
- E2d) Ensure the agency maintains consistent and current administrative policies and practices.
- E2e) Provide a reliable information management system that meets the data and information needs of the agency, citizens and stakeholders.

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\*\* Federal or state guidance

**Goal E.3. Achieve excellence through application of world-class tools and best practices.**

Objectives

- E3a) Routinely review and adjust strategic goals and priorities.
- E3b) Establish and implement continuous improvement processes within the agency.
- E3c) Develop and implement a communications strategy that advances the agency goals.
- E3d) Create frameworks that measure pollution prevention results within the top 10 priority programs by January 1, 2008.

# MPCA Goal Tree

## Mission

Working with Minnesotans to protect, conserve and improve our environment and enhance our quality of life

## Guiding principles

- Focus on priorities and manage for results**  
We establish priorities and assign resources to accomplish environmental goals and understand a blending of prevention, education, regulatory and clean-up strategies must be applied in a systems-wide approach.
- Actively partner to leverage knowledge, ideas and resources**  
We seek partnerships by soliciting and valuing input, communicating clearly, valuing diverse people and ideas, assuming good intent, acting in ways to build trust and confidence, supporting the work of others and sharing knowledge.
- Rely on data for decision-making**  
We collect, share and use verifiable data to inform and support decisions, and to track progress towards our goals.
- Integrate economic, social and environmental sciences when developing environmental policy**  
We use social, economic and environmental sciences to create solutions for the issues we address.
- Strive for excellence and innovation in service delivery**  
We meet expectations of internal and external users of our services, and seek opportunities to be more efficient.

## Vision

- Minnesota has clean, sustainable surface and ground water.
- Minnesota's air is clean and clear.
- Minnesotans take responsibility to protect our environment.
- Minnesota's land supports desired uses.
- Excellence in operations.

## Goals

- Assess the condition of Minnesota's ground water systems.
- Prevent or reduce degradation and depletion of ground water.
- Assess chemical, physical and biological integrity of waters and wetlands, and identify if designated uses are being met.
- Maintain and enhance Minnesota waters and wetlands so that standards and designated uses are met, and degradation is prevented.
- Restore the chemical, physical and biological integrity of Minnesota lakes, streams and wetlands that do not support designated uses.
- Outdoor air quality will meet or improve upon all environmental and human health-related standards.
- Outdoor air quality will meet environmental and human health benchmarks for toxic and other air pollutants.
- Reduce contribution to regional, national and global pollutants.
- Minnesotans buy green products and services.
- Minnesota businesses produce green products and services and reduce use of harmful substances.
- Minnesotans act on their environmental knowledge to support healthy ecosystems.
- Conserve resources and prevent land pollution.
- Reduce releases to or from land.
- Restore land to productive use.
- Provide a safe, healthy workplace.
- Manage operations efficiently and effectively.
- Achieve excellence through application of world-class tools and practices.

## Objectives

- Report progress on ambient groundwater condition monitoring by 2007 and every five years thereafter; assess 33% of flowages, all lakes over 500 Acres, and 25% of wetlands by 2015. Determine our contribution to regional problems by 2009. Trend data available within one year of collection. Complete impaired list according to EPA requirements.
- Identify and implement BMPs that prevent ground-water degradation and depletion and report on effectiveness by 2008.
- Increase assessment of streams and rivers to 33% by 2015; assess all lakes larger than 500 acres by 2015; assess 25% of depressional wetlands by 2015; assess contribution to regional, national and international water pollution problems by 2009; ensure data is available to the public within one year of its collection; complete impaired waters list according to EPA requirements.
- All point sources regulated with a 95% compliance rate for majors and a 90% compliance rate for minors; all MS4s have active stormwater programs by 2009; 95% of construction sites under 50 acres issued permits within seven days by 2008; feedlots with NPDES permits in compliance 90% of the time; 90% of feedlots in open lot program meet standards by 2011; evaluate progress on basin goals by 2007; complete triennial water quality standards review; reduce from 39% to 5% ISTSS characterized as imminent threat by 2014; complete 95% of watershed activities and projects specified in federal work plan.
- Complete TMDL studies within 13 years of listing; initiate TMDL implementation within one year of approval; implement impaired waters initiative by 2007.
- All ambient standards are continually met; 30% reduction in pollutants that contribute to fine particulates and ozone from 2000 levels by 2011; 95% of major air pollution sources in compliance.
- Measured ambient concentrations below benchmark for identified toxics by 2011; 95% of all major sources in compliance with air toxics control technology standards; 50% reduction in dioxin and furans from open burning by 2008.
- 70% mercury emission reduction from 1990 levels by 2006; 10% reduction in mercury in fish from 2000 levels by 2011; reduce greenhouse gas intensity by 18% by 2011; 20% reduction in haze impairment in Voyagers and BWCA by 2015.
- 30% decrease in energy consumption in green buildings by 2008; 15% reduction in HHW managed by 2009; 30% increase in government purchase of environmentally-friendly products by 2011.
- Agency actions result in additional 5 trillion BTU renewable energy production by 2011; toxic component reduction in six targeted products by 2007; at least 9,600 jobs and 20% gross economic activity in recycling manufacturing by 2014; 10% reduction in selected TRI reporters by 2008; 5% reduction in level or number of regulated facility in selected categories by 2011.
- 5% increase in environmental literacy test scores by 2011; 10% increase in voluntary pollution prevention actions by 2011; plan for partnering with local governments to conserve water by 2007; implement local stormwater prevention strategies by 2007; 5% annual increase in citizen water monitoring.
- 500 tons of lead per year removed from disposal system by 2010; growth of waste generation rate does not exceed population growth rate by 2007; 43% recycling rate and 27% organics/waste-to-energy rate by 2007; 50% recycling rate and 35% organics/WTE rate by 2011; 40% post-consumer carpet recycled by 2012; conservation plans for top five non-renewable materials found in waste by 2008.
- 90% compliance rate at solid waste facilities by mid-2006; 75% of tank facilities in compliance by 2008; 90% hazardous waste generators and facilities in significant compliance by 2006.
- Complete tank cleanup at 95% of current known LUST sites within 4 years of discovery by mid-2007; annually return 3,600 acres to productive use through voluntary efforts; 90% state Superfund sites on 2001 Permanent List of Priorities cleaned up, and construction completed within two years of remedy selection by 2007; 85% of gas and leachate properly controlled at Closed Landfill Program sites by 2007; 95% of significant spills cleaned up within one year of incident by 2007.
- Work place free from accidents and injuries; zero tolerance for harassment, violence and threats; promote participation in wellness activities
- Maintain human resources system that supports agency's work; link strategic plan, budget and work plans to environmental goals; resources managed consistent with priorities and law; maintain up-to-date policies and practices; provide reliable data and information management systems.
- Periodically update strategic goals and priorities; establish and implement continuous improvement processes; develop and implement a strategic communication plan; create framework that measures pollution prevention results for top 10 program areas by 2008.