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<http://www.pca.state.mn.us/>

**AT A GLANCE**

- 941 employees: 701 in St. Paul and 240 in seven regional offices
- Limit pollution to protect human health by issuing more than 15,000 permits
- Monitor the condition of air, water, and land at more than 1,000 sites across the state
- Protect nonpolluted waters and restore waters that do not meet standards
- Prevent pollution by providing technical and financial assistance
- Clean up contaminated land and return it to productive use in our communities
- Ensure individuals and businesses comply with state and federal environmental regulations
- Inspect and license more than 40,000 sites that involve hazardous waste, feedlots, and storage tanks
- 247,000 people visited MPCA's Eco Experience exhibit at the 2013 Minnesota State Fair
- 2013 Eco Experience exhibit received "People's Choice Award for Best Attraction" at the Minnesota State Fair
- Work closely with Minnesota businesses to successfully comply with regulations
- Train and certify wastewater operators, landfill inspectors, tank operators, and household hazardous waste facility staff
- Work closely with partners: sister state and federal agencies, local governments, and nonprofits
- Provide relevant environmental information to citizens
- Seek guidance and approval on environmental issues from 12-member citizen's board

Our mission is to protect and improve our environment and enhance human health. We play a key role in contributing to the following statewide outcome: **A clean, healthy environment with sustainable uses of natural resources.**

**PURPOSE**

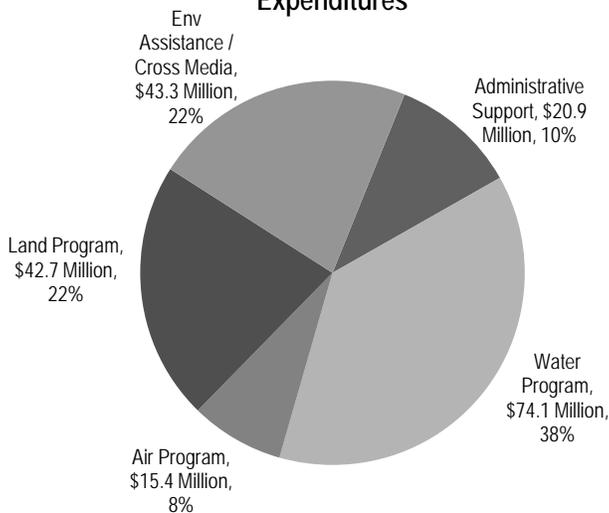
The MPCA monitors environmental quality, offers technical and financial assistance and enforces environmental regulations. We find and clean up spills or leaks that can affect our health and environment. We develop statewide policy, and support environmental education and help ensure pollution does not have a disproportionate impact on any group of citizens.

We work with many partners — citizens, communities, businesses, all levels of government, environmental groups, and educators — to prevent pollution and conserve resources. These partnerships allows us to:

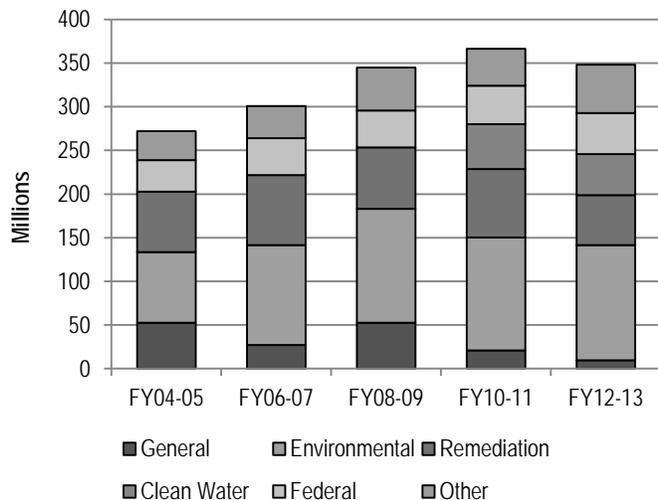
- Foster greater commitment and personal responsibility for our environment
- Work to minimize the use and generation of toxic chemicals in products and materials
- Help others convert waste into energy or high-value products
- Protect, restore, and preserve the quality of our waters
- Develop solutions to Minnesota's climate-change challenges

Minnesota is a national model for environmental protection. Our state's air, land and water are cleaner now than 40 years ago, even with a growing population and rising industrialization.

**Spending By Program FY 13 Actual Expenditures**



**Historical Spending**



## BUDGET

Our total budget contains five programs:

- Three budget programs each represent a separate environmental area:
  - Water program
  - Air program
  - Land program
- The fourth is made up of programs that blend or affect more than one media: Environmental Assistance / Cross Media.
- The fifth budget area is our Administrative Support programs.

Actual expenditures for FY 2013 totalled \$196 million. The Water Program accounted for 38% of the expenditures; Air Program for 8%; Land Program for 22%; Environmental Assistance / Cross Media for 22%; and Administrative Support for 10%.

Our budget is funded from multiple state government funds. The funding we have received from the general fund has decreased over this 10-year timeframe, and in the FY 2012-13 biennium accounts for less than 3% of our budget.

Our largest funding source is the Environmental Fund that accounts for 38% of our spending. Second largest is the Remediation Fund at 17%. The Clean Water Fund, one of the Legacy funds created when voters passed the constitutional amendment in November 2008, was new to our funding mix in FY 2010-11, and now funds 13% of our budget. Federal grants pay for 14%, and all other state funds make up the remaining 16%.

Over this 10-year timeframe, biennial expenditures increased from \$272 million in FY 2004-05 to \$366 million in FY 2010-11, then to \$348 million in FY 2012-13.

## STRATEGIES

As a regulatory agency, our job is to limit pollution caused by businesses, organizations, and individuals. This is fundamental to our mission: to protect the environment and human health. We develop regulations, provide education and technical assistance to help meet these regulations, and enforce them if the need arises. More and more, the focus is also on preventing pollution, rather than just controlling it or cleaning it up.

Our range of activities includes:

- Using testing and research to identify environmental problems.
- Setting priorities and operating strategies.
- Setting standards and develop rules that protect people and the environment.
- Writing permits to control activities that affect the environment.
- Providing technical assistance and training; outreach and education to schools, organizations and the general public.
- Publicizing and demonstrating pollution-prevention techniques.
- Responding to emergencies.
- Enforcing rules.

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M.S. 116 (<https://www.revisor.mn.gov/statutes/?id=116>) provides the legal authority for Minnesota Pollution Control Agency.

**Program:** Water

<http://www.pca.state.mn.us/water>

### AT A GLANCE

- 1,040 separate locations monitored for water quality
- 2,819 water-related permits issued
- 417 water quality compliance actions
- 81 major watersheds being evaluated for water quality
- 71 grants and contracts totaling \$6.9 million awarded to local partners
- \$152.3 million in loan awards for local improvement projects

### PURPOSE & CONTEXT

Our water program is structured to ensure Minnesota has clean water that supports aquatic life, healthy communities, and a strong economy.

Components of the program include:

- Monitor, evaluate, and communicate lake, stream, wetland, and groundwater conditions.
- Reduce and prevent water pollution from all Minnesota sources such as cropland, wastewater, stormwater, septic systems, and feedlots.
- Work cooperatively with local partners to implement activities that protect Minnesota waters.

### SERVICES PROVIDED

We conduct activities to ensure that the state's lakes, rivers, streams, and groundwater are clean, healthy, and sustainable. In doing so, we develop water quality standards and monitor surface water and groundwater quality. We issue construction and operation permits to Minnesota businesses and municipalities, and determine compliance with those permits, federal regulations, and Minnesota laws. We develop protection and restoration strategies and award grants to local partners for water quality improvement projects. We provide technical assistance to regulated facilities, communities, and citizens. These activities fall into three major categories:

#### Monitor/Assess:

- Monitor watersheds to identify water quality trends through state and local efforts, remote sensing, and volunteers.
- Assess data to understand the water condition and identify causes of stress on a water body and its aquatic insects and fish.
- Track effectiveness of protection and restoration activities.
- Assess wastewater collection and treatment systems for improvement.

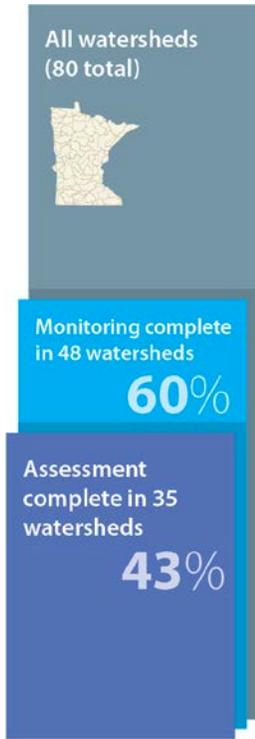
#### Management:

- Develop water quality standards to protect Minnesota's waters.
- Issue permits, conduct inspections, and take enforcement regarding wastewater, stormwater, septic systems, and feedlots.
- Help business, local governments, and citizens reduce the amount of water they use and increase the use of low-cost water quality protection measures.
- Help communities and citizens understand their local water resources and what may impact the quality of these resources.
- Partner with counties and local health boards to repair imminent health threats due to improperly constructed or operating septic systems, particularly for low-income households

#### Protection/Restoration:

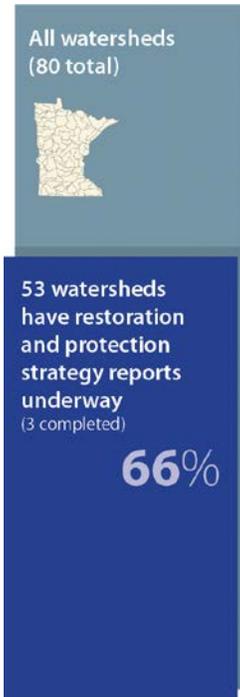
- Work with local partners to develop Watershed Restoration & Protection Strategies for all 81 major watersheds.
- Facilitate and oversee grant, contract, and loan awards to local partners for water quality improvement projects.

## RESULTS



### Results performance measure: Surface water protection and restoration

Over the last 5 years, we have increased our monitoring efforts. To date, 60% of major watersheds have been intensively monitored. By 2017, we expect to have all watersheds monitored. In 2018, the cycle starts again to help us see if water quality has improved. We use the information we gather from monitoring to determine if water quality standards are being met to protect public health, recreational use, and aquatic life. In general, 60% of our lakes and streams meet standards.

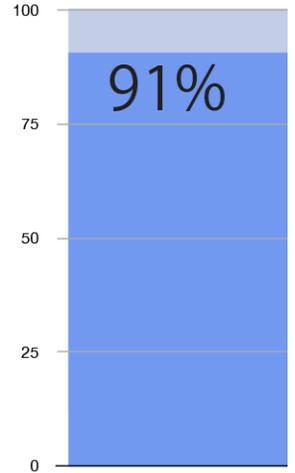


### Results performance measure: Number of Water Restoration and Protection Strategy reports underway

Once we know where the pollution is coming from and how much it needs to be reduced to meet standards, we create a detailed restoration and protection strategy. This is a primary information source for water quality improvement projects

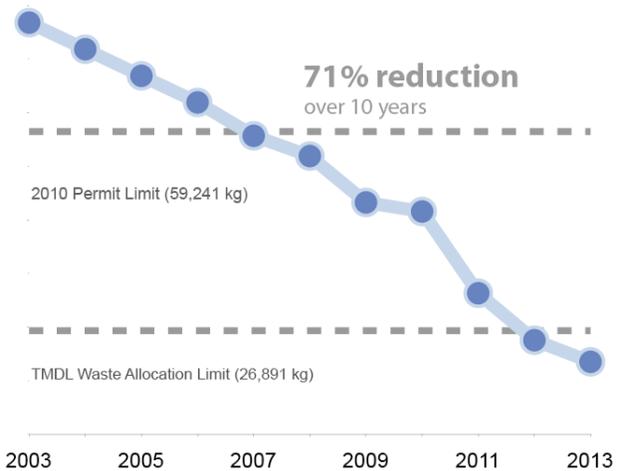
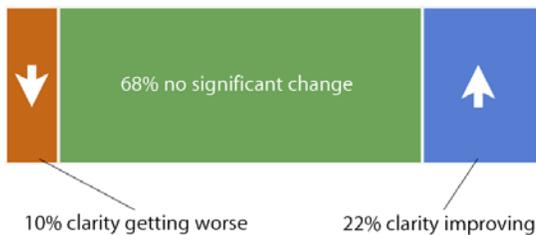
### Results performance measure: Percent of water permits issued within 150 days

The MPCA has worked hard to process permits more quickly without compromising our environment. We are now able to issue 91% of all permits within 150 days.



### Results performance measure: Percent of lakes getting clearer

Clarity is improving in almost a quarter of lakes. A smaller fraction has seen a decline in clarity. Hundreds of volunteers help the MPCA measure water clarity to detect signs of degradation to a lake. In the last 10 years, 22% of lakes show clarity improving. In 10% there was a decline in clarity, and 68% showed no significant change.



### Results performance measure: Amount of phosphorus being released into the Minnesota River by wastewater treatment plants

The MPCA regulates the amount of phosphorus discharged from wastewater treatment facilities. Over the last 10 years, significant reductions have been made (71% reduction), driven in large part by tighter permit limits and good compliance from community wastewater treatment plants. Phosphorus contained in sediment runoff from cropland is a persistent problem. Excess phosphorus stimulates growth of algae, which can make waters unsuitable for swimming and fishing.

Minnesota Statutes, Chapters, [114D](https://www.revisor.mn.gov/statutes/?id=114D) (https://www.revisor.mn.gov/statutes/?id=114D), [115](https://www.revisor.mn.gov/statutes/?id=115) (https://www.revisor.mn.gov/statutes/?id=115) and [116](https://www.revisor.mn.gov/statutes/?id=116) (https://www.revisor.mn.gov/statutes/?id=116) provide the agency with its main authorities to provide regulatory, monitoring and assistance services.

**Program:** Air

<http://www.pca.state.mn.us/index.php/air/index.html>

### AT A GLANCE

- Tracks air quality at 55 locations in Minnesota.
- Conducts air quality permitting, compliance determination and enforcement for over 2,000 larger pollution sources.
- Reduces air pollution from small sources of air pollution, including cars, trucks, lawn, and construction equipment.

### PURPOSE & CONTEXT

The MPCA's Air Program has two primary goals: that Minnesota's outdoor air is healthy for all to breathe, and Minnesota reduces its contribution to regional, national, and global air pollution. Our efforts support human health and contribute to strong economies in Minnesota communities. We provide leadership for air quality protection by implementing the Clean Air Act. All Minnesotans benefit from this program.

### SERVICES PROVIDED

Air pollution is released from large and small sources — from the largest coal-fired power plants, oil refineries, and taconite plants, to automobiles, lawnmowers, and backyard fire pits. Air pollution is harmful to human health and can be obvious, smoky, and smelly, or it can be undetectable. To understand air quality in our communities, we monitor the air and collect information about the pollution released from large and small air pollution sources. Knowing air pollution levels and where the pollution is coming from is critical for deciding how to reduce harmful pollution.

The services we provide fall into three categories: assessment, management and restoration/improvement.

#### Assessment:

- Monitor for the Air Quality Index and compliance with ambient air quality standards using 154 monitors located in 55 sites statewide. Ambient air quality standards apply to our general air quality across the state or in a region rather than what must be achieved at a specific facility.
- Provide technical assistance and quality assurance for 21 monitors at 10 industrial locations.
- Monitor for toxic air pollutants at 20 locations.
- Develop annual emission inventories for more than 2,300 companies.
- Conduct air emission risk analysis for about 20 industrial emission sources each year.

#### Management:

- Issue federal and state air quality operating permits.
- Issue construction and operating permits for new and expanding facilities.
- Review compliance with air quality rules, regulations, and permits.
- Take enforcement action when warranted.
- Maintain daily air quality index for the Twin Cities, Duluth, Rochester, Marshall, Brainerd, Detroit Lakes, Ely, and St. Cloud and issue alerts when air quality is expected to exceed health benchmarks.

#### Restoration/Improvement:

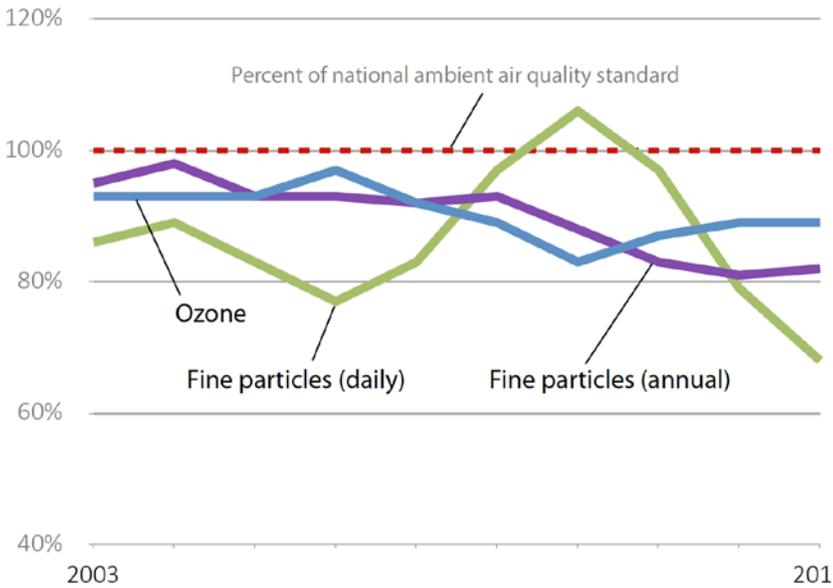
- Develop plans, strategies, and tactics for maintaining and improving air quality.
- Reduce emissions that contribute to regional haze, ozone, fine particulate, and toxic air pollutants.
- Reduce emissions that contribute to greenhouse gases.

## RESULTS

### Results performance measure: levels of key air pollutants

The MPCA monitors air pollution such as fine particulates and ground-level ozone (smog) and compares them to federal standards set to protect our health. Overall, air pollution levels in Minnesota have improved over the last 20 years. But standards have tightened over this same time period, reflecting new knowledge of how these pollutants affect us.

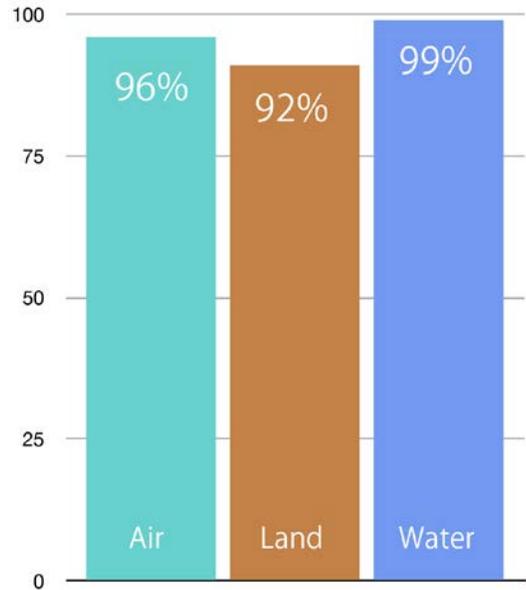
#### Key air pollutants on the Twin Cities



### Results performance measure: compliance rates for permit holders

Issuing permits is only part of what the MPCA does to protect our environment. We also provide assistance, conduct inspections, and enforce standards to improve compliance of permittees.

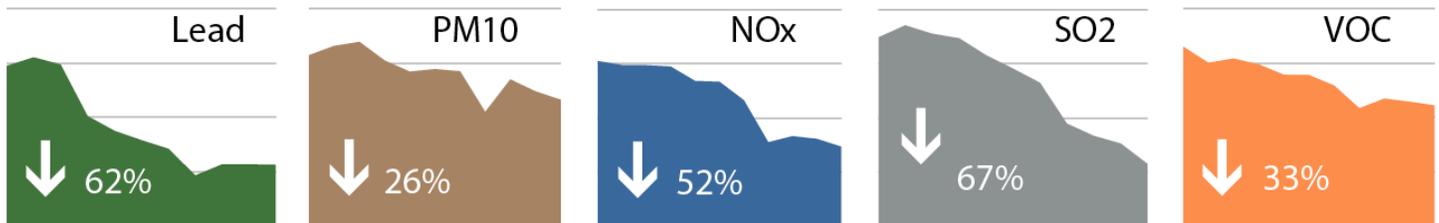
#### Percentage of permit holders complying with requirements



### Results performance measure: Improvements in point source air pollution

Today much of the air pollution in Minnesota comes from cars, trucks, construction vehicles, and fuel combustion for things like home heating—where there are few regulations. In contrast, the amount of air pollution coming from factories and electric utilities—sources that are subject to regulation and hold MPCA permits—has decreased significantly over the last 20 years, largely due to government and industry efforts to reduce smokestack emissions.

#### Point source emissions 2002–2012



Lead means elemental lead. PM10 is fine particle pollutions 10 microns or smaller. NOx is nitrogen oxides. SO2 is sulfur dioxide. VOC stands for volatile organic compounds.

Minnesota Statutes, Chapters, [115](https://www.revisor.mn.gov/statutes/?id=115) (<https://www.revisor.mn.gov/statutes/?id=115>), [115A](https://www.revisor.mn.gov/statutes/?id=115A) (<https://www.revisor.mn.gov/statutes/?id=115A>), and [116](https://www.revisor.mn.gov/statutes/?id=116) (<https://www.revisor.mn.gov/statutes/?id=116>) provide the agency with its main authorities to provide regulatory, monitoring and assistance services.

Program: Land

<http://www.pca.state.mn.us/index.php/waste/index.html>

### AT A GLANCE

- 43% of the state's solid waste is recycled.
- 35% of the state's solid waste is landfilled.
- ~ 60,000 acres of contaminated land have been cleaned up and returned to productive use since 2003.
- 507 solid-waste facilities are permitted and tracked.
- ~6,500 hazardous waste generators are licensed; another ~6,500 are small enough that they do not need licensing.

### PURPOSE & CONTEXT

Our land program protects the environment and public health by managing solid and hazardous waste and petroleum products. We encourage waste minimization and mitigation through waste reduction, recycling, and reuse. We manage risks at contaminated sites through site cleanup and restoring contaminated land to productive use.

We work with a large and diverse group of public and private entities, including developers, communities (counties and cities), consultants, state and federal partners, and citizens.

### SERVICES PROVIDED

The MPCA works with public and private partners to protect Minnesota's environment, public health, and quality of life through the proper management of solid and hazardous wastes and petroleum products. Preventing contamination of land and groundwater is a priority, and is preferred over cleanup. Cleaning up contaminated land and groundwater, while costly and time consuming, is another important part of this program.

The services we provide fall into three categories: assessment, management and restoration/improvement.

#### Assessment

- With local government, develop solid-waste policy reports that document solid-waste management progress.
- License hazardous-waste handlers and monitor the movement of hazardous waste.
- Track the number of households with backyard burn barrels.
- Track waste generation and final deposition of the waste.

#### Management

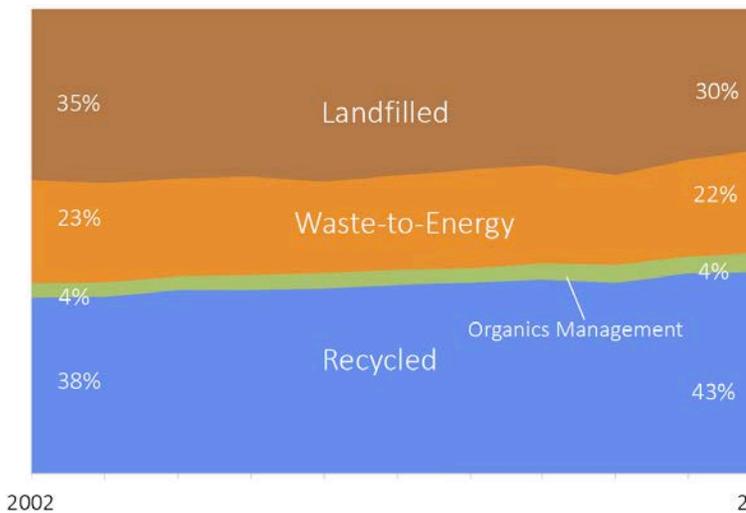
- Partner with counties, businesses, and industry to reduce waste generation and improve recycling rates.
- Distribute funds to counties to operate recycling, waste reduction, and household hazardous waste programs.
- Oversee disposal of debris from natural and man-made disasters.
- Issue permits and inspect compliance at solid and hazardous-waste facilities.
- Provide training to prevent the release of harmful materials into Minnesota's soil, groundwater, and surface water.
- Provide information and hands-on help to communities through GreenStep Cities and Minnesota GreenCorps programs.

#### Restoration/Improvement

- Oversee land clean-up at contaminated sites. Recover costs from responsible parties.
- Conduct cleanups and operate and maintain cleanup systems at closed landfill sites.
- Help developers return contaminated sites to productive use.
- Work with industry and local fire and police to develop plans to prevent and respond to spills. In the event of a spill, we assist local responders and oversee cleanup.

## RESULTS

### Results performance measure: Reducing the amount of solid waste going to landfills



### Results performance measure: Amount of polluted land being returned to productive use

Putting abandoned, idled, or underused industrial and commercial properties back into productive use can be complicated by actual or suspected environmental contamination. The MPCA helps make this land available for redevelopment by investigating and cleaning up these sites.

#### Petroleum remediation sites cleaned up

	2003	2013
Identified sites	14,749	18,513
Cleaned up sites	12,523	17,680

#### Land cleaned up through Petroleum Brownfields and Voluntary Investigation & Cleanup programs

	2003	2013
Cleaned up acres	18,655	74,598

#### Superfund sites and closed landfills

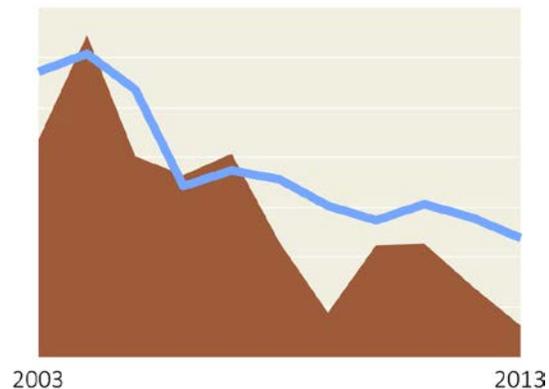
	2003	2013
Identified sites	639	745
Cleaned up sites	436	596

The MPCA prioritizes waste reduction, recycling, composting, and resource recovery over landfilling. More than one-third of our waste is still sent to landfills.

A 2013 study done by MPCA revealed that about 70% of this landfilled portion could be recycled or composted, saving resources and conserving landfill capacity.

### Results performance measure: Amount of hazardous waste generated

In Minnesota, commercial entities that produce any amount of hazardous waste are regulated as hazardous-waste "generators" with requirements that depend upon the amount of waste they produce. Since 2003, the number of generators has dropped by more than half, and there's been a corresponding drop in amount of waste.



Blue line: In 2013, there were about 1,000 businesses/organizations generating enough hazardous waste to require a report. That's down from 2,600 nine years ago.

Brown: Hazardous waste has dropped by about 90% since 2004, to about 35 million pounds.

Minnesota Statutes, Chapters, [114D](https://www.revisor.mn.gov/statutes/?id=114d) (<https://www.revisor.mn.gov/statutes/?id=114d>), [115](https://www.revisor.mn.gov/statutes/?id=115) (<https://www.revisor.mn.gov/statutes/?id=115>), [115A](https://www.revisor.mn.gov/statutes/?id=115A) (<https://www.revisor.mn.gov/statutes/?id=115A>), and [116](https://www.revisor.mn.gov/statutes/?id=116) (<https://www.revisor.mn.gov/statutes/?id=116>) provide the agency with its main authorities to provide regulatory, monitoring and assistance services.

**Program: Environmental Assistance and Cross Media**<http://www.pca.state.mn.us>**AT A GLANCE**

- Develop and implement policies that address issues involving air, water and waste; such as e-waste management, toxics in products, and energy alternatives.
- Review environmental impact of proposed projects.
- Offer technical assistance, training, and certification to the regulated community.
- Assess environmental impact of the MPCA's regulatory and cleanup project decisions through monitoring oversight, setting limits that control wastewater plant discharges to streams and lakes, air quality modeling review, risk assessment, fishkill investigations.
- Promote the use of technology and fuels that reduce air pollution and greenhouse gas emissions.
- Provide nearly \$1 million in grants and loans each biennium to promote environmentally innovative projects.
- Enable Minnesota companies through the Minnesota Technical Assistance Program (MnTAP) to save operating costs, prevent waste through reduction or reuse, and conserve water. Every \$1 granted to MnTAP results in about \$3 of annual savings for Minnesota businesses.
- Assisted nearly 10,000 small and large manufacturing and service businesses since 20025 across the state with MnTAP.

**PURPOSE & CONTEXT**

The Environmental Assistance and Cross-media Program provides support for regulatory and assistance programs that cross multiple media with a given activity, such as feedlots, environmental review, and assistance efforts, such as solid waste and wastewater training, and community and business assistance. We accept the multi-media based grant received from the U.S. Environmental Protection Agency, which supports monitoring, regulatory, and assistance efforts.

We provide technical assistance and financial resources to help local governments, businesses, and individuals comply with the regulatory system and implement pollution prevention activities. We work with businesses, local governments, communities, and citizens by providing financial assistance to counties for waste management efforts, grants and loans to reduce diesel emissions, and funding for multi-media programs like environmental review.

**SERVICES PROVIDED**

We focus efforts to understand trends and emerging environmental issues. Solutions involve developing partnerships with businesses, communities, local units of government, citizens, and other public and private interests. These partnerships include technical expertise and financial

incentives to implement activities, approaches, and technologies to conserve resources, prevent pollution, and protect the environment. The partnerships also include voluntary assessment of our air and water. With these approaches and resultant data, we promote environmentally sound business development, community development, waste-as-a-resource, clean energy, and provide educational and technical support to our customers.

**Monitor/Assess:**

Analyze data on the condition of the environment, describing trends and stressors. This activity makes valuable data available within our agency, and to policymakers and citizens.

Monitor air quality —148 air quality monitors and support equipment at 56 statewide locations — for a variety of parameters, including ozone, carbon monoxide, sulfur dioxide, oxides of nitrogen, lead, particulates, hydrogen sulfide, volatile organic compounds, metals, visibility, and others.

- Complete environmental reviews that when completed guide project approvals at the local and state level regarding potential environmental protection incorporated into the project and that should be considered in the approval process.
- Collect data from Minnesota businesses regarding the amount of toxic chemicals used. This data measures progress in manufacturing sectors to eliminate the use of toxics.

**Management:**

- Use data to set standards and remediation criteria to protect our water, air, and land.
- Conduct risk evaluations and provide technical support to regulatory activities.
- Provide data analysis, and develop reduction and pollution prevention strategies.
- Develop administrative and technical rules.

- Partner with other agencies and organizations to host the EcoExperience at the Minnesota State Fair. The EcoExperience building allows nearly 300,000 visitors each year to experience environmentally friendly products and technologies, including the latest in clean energy, transportation alternatives, stormwater best practices through rain gardens, green buildings, and composting.
- Redesigned the MPCA's website to incorporate the Living Green web content, which offers the public, businesses, and government on ways to make a positive difference both in their lives, businesses, and communities to live better, healthier lives with less impact on the environment.
- Assist Minnesota businesses using a multi-faceted approach to pollution prevention, including providing financial assistance for businesses and institutions seeking ways to reduce waste as well as offering technical assistance directly through our Small Business Assistance Program and through our technical assistance partnerships.
- Maintain current resources on the agency's website for learning more about pollution prevention, reuse, recycling, responsible waste management, and sustainable practices. The NextStep website (<http://www.nextstep.state.mn.us>) offers resources for finding and sharing information on sustainability.
- Implement state policies directed at managing and treating waste as a resource. Treating waste as a resource reduces pollution, reduces greenhouse gases, saves money, and creates jobs.
- In collaboration with the Department of Commerce and others, promote development of clean energy, energy efficiency, and reduction in greenhouse gas emissions. Minnesota's Green Power Campaign encourages Minnesotans to buy wind power from their local utilities.
- Investigate wind and solar power opportunities at closed landfills, and install gas-to-energy systems at closed state-owned landfills to mitigate the impacts of gas generated at those sites.

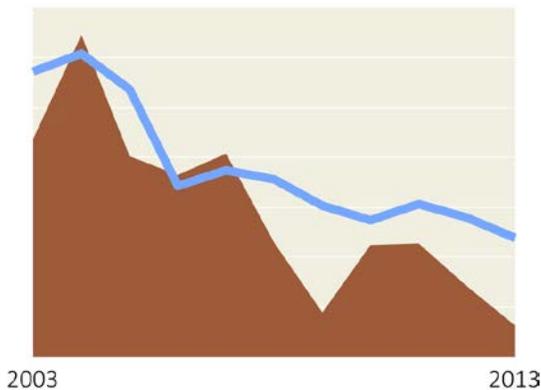
**Protection/Restoration:**

- Work with businesses to develop alternative products free of toxic chemicals.
- Facilitate and oversee grant, contract, and loan awards to reduce air emissions, implement innovative waste reduction activities, and develop alternative management options.

**RESULTS**

**Results performance measure: Amount of hazardous waste generated**

In Minnesota, commercial entities that produce any amount of hazardous waste are regulated as hazardous-waste "generators" with requirements that depend upon the amount of waste they produce. Since 2003, the number of generators has dropped by more than half, and there's been a corresponding drop in amount of waste.

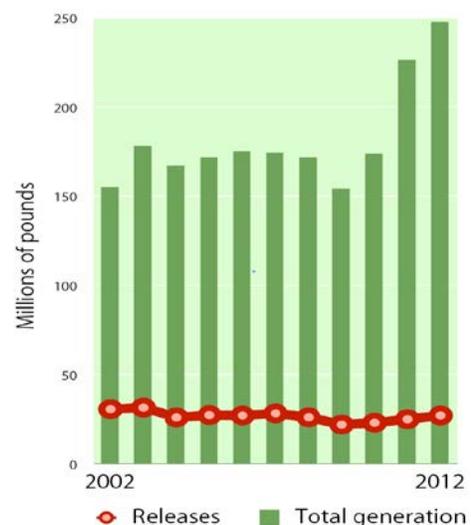


Blue line: In 2013, there were about 1,000 businesses/organizations generating enough hazardous waste to require a report. That's down from 2,600 nine years ago.

Brown: Hazardous waste has dropped by about 90% since 2004, to about 35 million pounds

**Results performance measure: Generation and release of toxic chemicals**

Industrial facilities that use one or more of the chemicals in the Toxic Release Inventory are required to report their use. About 410 facilities report in Minnesota, with most chemicals used for manufacturing-related purposes



The apparent increase in total generation was a change in the reporting approach.

Releases of TRI chemicals into the environment have dropped 11% since 2002.

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Minnesota Statutes, Chapters, [114D](https://www.revisor.mn.gov/statutes/?id=114D) (<https://www.revisor.mn.gov/statutes/?id=114D>), [115](https://www.revisor.mn.gov/statutes/?id=115) (<https://www.revisor.mn.gov/statutes/?id=115>), [115A](https://www.revisor.mn.gov/statutes/?id=115A) (<https://www.revisor.mn.gov/statutes/?id=115A>), and [116](https://www.revisor.mn.gov/statutes/?id=116) (<https://www.revisor.mn.gov/statutes/?id=116>) provide the agency with its main authorities to provide regulatory, monitoring and assistance services.

## Program: Administrative Support

<http://www.pca.state.mn.us>

## AT A GLANCE

- 158,200 times visitors accessed environmental information available through the web-based "What's in My Neighborhood" in FY 2014
- 31 completed continuous improvement projects in FY 2014
- 2,590 information or data practices requests processed in FY 2014
- MPCA offices in St Paul, Brainerd, Duluth, Detroit Lakes, Mankato, Marshall, Rochester, Willmar

- We directly serve our environmental programs by managing resources, providing business services, and assuring compliance with laws, standards, and policies.
- We serve Minnesota residents, environmental groups, local governments, businesses, and regulated parties by providing access to environmental information through our website, publications, community involvement processes, and events.
- The MPCA Citizens' Board makes important decisions with broad environmental impacts.

## PURPOSE &amp; CONTEXT

Administrative Support includes: the Commissioner's Office; legislative relations; legal services; budget, accounting and financial management; internal controls and risk assessment; human resources; communications; organizational improvement; data systems management and online services; data analysis; document and records management; continuity planning; and support for the MPCA Citizens' Board.

- We set agency strategic objectives and collaborate with MPCA environmental programs and partners to achieve excellence.

## SERVICES PROVIDED

We provide leadership and strategic direction to protect and improve the environment and enhance human health.

- The Commissioner's Office provides leadership and strategic direction for the MPCA to achieve our mission.
- We work in collaboration with MPCA partners, including local governments, state and federal agencies, and environmental groups to accomplish our work.
- We provide strategic communications planning, including media and community relations, risk and crisis communications, use of multi-media tools, outreach events and public participation, and publications management.

We assure public access to environmental information and decision-making processes.

- The MPCA Citizens' Board assures public participation in key environmental decisions and complex pollution problems.
- We enable public access to key decision-making by providing direct access to public meetings through video conferencing and web broadcasts of the MPCA Citizens' Board meetings, rule hearings, and training events.
- Our website (<http://www.pca.state.mn.us>) provides useful information about Minnesota's environment, regulatory news and updates, rules, public notices, details about environmental quality, and information on how individual can help protect the environment, including location-specific environmental information and data via the "What's in My Neighborhood" feature.

We manage operations and business services to effectively and efficiently support the agency's environmental work.

- We promote cost-effective and environmentally sound business practices, such as purchasing alternative technology vehicles, buying recycled office supplies and environmentally preferred products, supporting agency-wide recycling efforts, and using videoconferencing technology to reduce travel.
- We use continuous improvement tools and methods to improve processes and to achieve environmental outcomes more effectively.
- We provide a safe and healthy workplace for all employees, volunteers, and visitors.
- We respond to thousands of data practices and information requests each year to allow for timely redevelopment or construction.
- We attract and retain a top-notch workforce by using the assets and qualities of our workplace and the merits of our mission.

We maintain effective, secure, and efficient data and document management systems and tools.

- We are upgrading and improving the efficiency of our aging data systems. We will offer more online services, reduce paper transactions, and eliminate data duplication. We are committed to improving the quality of our data and making it easier to share with citizens and regulated parties.
- We are developing mobile technology for use in monitoring, site investigations, inspections, and permit reviews. This will give MPCA staff more time to help our customers and solve their problems, by enabling staff to submit data from the field.
- We offer regulated parties the option to pay certain fees and permits online.
- We maintain environmental data and make it accessible to agency staff, regulated parties, and the public.
- We protect non-public data entrusted to our care.

## RESULTS

1. Increased use of continuous improvement tools to improve processes and to achieve environmental outcomes more effectively.

<i>Quantity</i>	<i>2013</i>	<i>2014</i>
The cumulative number of work processes identified, analyzed, documented, and improved.	613	696

2. Used cost-effective and environmentally sound business practices.

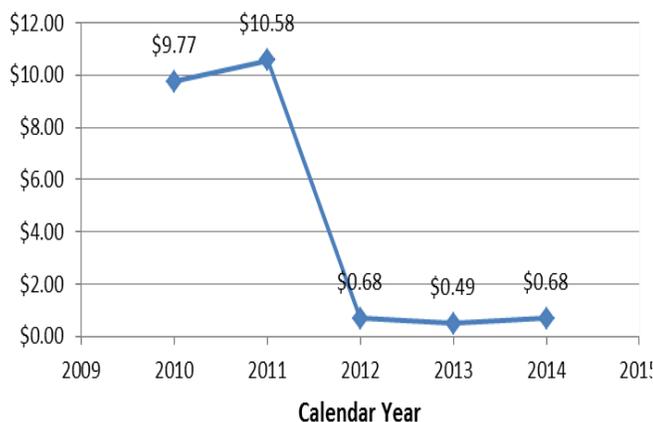
<i>Quantity</i>	<i>2011</i>	<i>2013</i>
The number of gallons of petroleum used in MPCA vehicles as reported to the Climate Registry.	79,795	67,205

3. Improved our receipting and accounts receivable process by reducing the number of days spent to post payment and by lowering the unit cost per check.

The cost to process each check was lowered from \$10.58 in 2011 to \$.68 in 2014.

The number of days to post payment was reduced from 41 days in 2011 to 1 day in 2012.

**Unit cost per check**



**Days to Post Payment**

