Air Quality Department
Strategic Business Plan

Vision

Pinal County Government provides progressive and proactive leadership in the areas of economic development, state-of-the-art technologies, growth management, and public services to promote healthy and safe communities.

COUNTY MISSION

Pinal County Government protects and enhances its citizens' quality of life by providing public services in an ethical, efficient, and responsible manner delivered by a motivated, skilled, and courteous workforce.

DEPARTMENT MISSION

The Mission of the Air Quality Department is to provide assessment, permitting, education, planning and enforcement services to residents, businesses and leaders of Pinal County so they can breathe and enjoy clean air**.**

ISSUE STATEMENTS

Issue 1 - PM10 (Dust) and PM2.5

Prevailing airborne Particulate Matter 10 (PM10)(Dust) and PM2.5 levels in Pinal County occasionally surpass the Environmental Protection Agency's (EPA) health-based air quality standards. Increasing population, lot splitting, traffic, and recreational activity generate additional emissions. In addition, the development encroaching on existing emission sources increases citizen exposure to dust pollution. If not addressed, this situation will result in:

- An increase in adverse health impacts, with the most severe impacts expected to affect the elderly, the young and those with respiratory problems;
- Degradation in the quality of life, including nuisance impacts, reductions in visibility and loss of panoramic vistas.
- Increased regulatory mandates and limitations on industrial, development, consumer, recreational, and governmental activities, which might include unfunded mandates to public and private interests alike to pave all dirt roads.
- Imposition of sanctions by the federal government, ultimately leading to a crippling loss of federal highway funding.

Issue 2 - Ozone

Although prevailing ozone levels in the air in parts of Pinal County currently meet the EPA's health-based air quality standards, the margin of safety is small. Other areas of Pinal County exceed those standards and a formal designation from EPA is pending. Increasing population, traffic, and commercial development produce additional emissions and will contribute toward an increasing ozone level in Pinal County. That increase endangers compliance with the current ozone standard throughout most, if not all, of the County. If not addressed, this situation will result in:

- Increased incidence of adverse health impacts, with the most severe impacts expected to affect the elderly, the young and those with respiratory problems.
- Diminished attractiveness of Pinal County as a place to live and do business.
- Citizens being subjected to the inconvenience and expense of auto emission testing, which in some cases will actually prevent citizens from registering their vehicles.
- Businesses and industries being required to obtain more complicated permits and being forced to install controls or change methods of operation in order to reduce the offending emissions.
- Higher business costs resulting from more stringent enforcement and accompanying fines and sanctions.
- Imposition of sanctions by the federal government, ultimately leading to a crippling loss of federal highway funding.

Issue 3 – Planning

The continuing lack of primary focus on air quality issues in the land-use-planning- and transportation-planning-processes (at every level of government), if not addressed will result in:

- An increased number of Pinal County residents being exposed to elevated levels of air pollution when subdivisions are built next to emission sources or foreseeable emission sources, such as feed lots and rock quarries.
- Increased costs and restricted options for governments to address air quality issues on an after-the-fact basis.

Issue 4 - Funding Gap

Slowing development resulting in falling dust permit revenues, coupled with higher costs for technologically improving monitoring equipment burdens to address an anticipated ozone non-attainment designation and increased costs resulting from responding to higher complaint levels associated with an increasing population will trigger a revenue imbalance, which if not addressed will cause degradation in levels of service as evidenced by:

- Slower response to citizen complaints.
- Impaired capacity to develop a monitoring system to reflect citizen-exposure in newly developing areas.
- Impaired capacity to provide citizens with timely communication regarding air quality issues.
- A threat to the capacity to maintain existing monitoring of citizens' exposure to air pollution.
- Inadequate capacity to develop a plan that will adequately protect citizens from ozone pollution.

Issue 5 – Education

The ever-evolving definition of what constitutes air pollution, the continuing lack of a demonstrated correlation between air quality and local health outcomes, changing levels of citizen-exposure resulting from an increasing population and evolving land use patterns, all combine to confound the ability of citizens to appreciate the degree to which they are exposed to harmful air pollution. That confusion, if not addressed, will impair citizens' ability to engage in a public policy debate about how to protect themselves against harmful air pollution.

STRATEGIC GOALS

Strategic Goal 1: Dust and Ozone Reduction (Issues 1 & 2)[1]

Residents throughout Pinal County will benefit from avoiding the adverse health impacts associated with air pollution. In addition residents, businesses and governing bodies throughout Pinal County will benefit from avoiding, or relieving, the regulatory burdens associated with a non-attainment designation. Achieving those benefits will be evidenced by:

- By 2012, every PM10 dust monitoring site achieving a ratio of at least 99.7% healthy days[2] per year, including those sites where the current fraction of healthy days ranges, as of 2008, anywhere from 95% to as low as 40% per year. By 2012, 100% compliance with the PM2.5 ambient air quality standards (24-hour and annual).
- By 2012, 100% compliance with the PM10 dust ambient air quality standard, including those sites that current violate the standard anywhere from 5% to 60% of the time.
- By 2012, every ozone monitoring site maintaining a ratio of at least 99.2% healthy days per year, including those sites where the current fraction of healthy days ranges, as of 2008, anywhere from 100% to as low as 98.4% per year.

Strategic Goal 2: Planning (Issue 3)

Pinal County policymakers will benefit from a clearer understanding of the local options for mitigating air pollution and the local consequences of air pollution. Achieving that benefit will be evidenced by:

- By 2010, 75% of the significant transportation and land use proposals reviewed by the planning departments in each of the political subdivisions throughout Pinal County will consider air quality benefits and impacts of the projects

[1] Strategic Goals cover a five year period
[2] Healthy Days are days where the monitored pollutant levels are below the federal health standards

Strategic Goal 3: Education (Issues 1, 2, & 5)

The residents of Pinal County will benefit from an enhanced awareness of air pollution, health impacts of air pollution and the air pollution mitigation options. Achieving that benefit will be evidenced by:

- By 2012, increase the current level of X% in citizen awareness of the correlation between air pollutions levels and health outcomes in Pinal County to an X+25% understanding level (completed through a health risk awareness survey)
- By 2010, increasing visits to the Air Quality monitoring/forecasting website by at least 10% over the current level of 5,100 visits per year
- By 2012, reduce on road traffic by increasing county wide participation in the alternative method usage (van pools, car pools, tele-working, etc.) from 38% of commuters to 40% of commuters.
- By 2012, increase the current (2009) level of X% of citizens stating they are satisfied with the prevailing visibility levels in Pinal County to an X+10% satisfaction level.

Strategic Goal 4: Funding/Customer Service (Issue 4)

Pinal County residents will benefit by Pinal County Air Quality achieving fee levels adequate to continue and enhance air quality service delivery. Achieving that benefit will be evidenced by:

- By 2010, presenting to the BOS a fee-revision proposal to achieve at least 90% of parity relative to the fees of other Arizona air quality regulatory agencies.
- By 2010, 80% of initial responses to citizen complaints will be handled within 3 business days.
- By 2012, increase the current (2009) level of X% of citizens stating they are satisfied with services provided by Air Quality to an X+10% satisfaction level.

CROSS CUTTING

Issue Statement #1 – PM10 (Dust) and PM2.5
Goal #1 - Dust and Ozone Reduction
Cross Cutting with: Public Health Services District, Horizon, Long Term Care
Need: Respiratory and heart related hospital and/or doctor visits data by date and location needed in order to determine if there's a correlation with PM10, PM2.5 exceedance days.

Issue Statement #2 – Ozone
Goal #1 - Dust and Ozone Reduction
Cross Cutting with: Public Health Services District, Horizon, Long Term Care
Need: Respiratory and heart related hospital and/or doctor visits data by date and location needed in order to determine if there's a correlation with-ozone exceedance days.

Issue Statement #3 - Planning
Strategic Goal #2 – Planning
Cross Cutting with: Public Works and Planning and Development
Need: Invitation to Public Works and Planning land use and transportation planning process and opportunity to provide air quality related comments.

Issue Statement #5 - Education
Strategic Goal #3– Education
Cross Cutting with: County Public Information Officer, Public Health Services District, Horizon, Long Term Care
Need: Public outreach opportunities such as fairs, school events, public health functions, etc.

Alternative Travel Activity - Increase in alternative traffic options
Cross Cutting with: Human Resources, Planning & Development and Public Works
Need: Increased regular dialogue with HR and more written guidance/policy as to how vanpools and other travel alternatives are handled by the County.

DEPARTMENT ORGANIZATION

1. **Administrative Program**
   - 1.1. Human Resources Activity, page 11
   - 1.2. Reserved Activity, page 11
   - 1.3. Training Activity, page 12
   - 1.4. Records Management Activity, page 13
   - 1.5. Vehicle Management Activity, page 14
   - 1.6. Financial Services Activity, page 15
   - 1.7. Department Director Activity, page 16

2. **Planning Program**
   - 2.1. Planning Activity, pages 17 & 18
   - 2.2. Information and Education Activity, page 19
   - 2.3. Travel Alternatives Activity, page 21

3. **Source Assistance Program**
   - 3.1. Compliance Activity, pages 22 & 23
   - 3.2. Permitting Activity, page 24

4. **Monitoring Program**
   - 4.1. Monitoring Activity, page 25

5. **Enforcement Program**
   - 5.1 Enforcement Activity, page 26

PROGRAMS

Administrative Program

Purpose Statement

The purpose of the Administrative Program is to provide human resource, finance, budget, purchasing, records management, vehicle management and purchasing services to Pinal County departments so they can cost effectively manage their resources to achieve the planned results.

Key Results[3]

- 98% of all employee appraisals will be submitted to Human Resources by the end of January due date
- 85% of training dollars spent that directly align to County or Department strategic goals
- 100% of records managed in compliance with legal and policy requirements
- 95% of department vehicles with preventative maintenance performed as scheduled
- 95% of department vehicles operated more than 10,000 miles per year
- 90% of non-construction payment authorizations entered into the system within three business days of receipt of goods.
- 100% of applicable Key Results achieved
- 75% of surveyed customers who say they are satisfied or very satisfied with the services provided by the Air Quality Department.
- 90% of site plan reviews will be approved within 90 cumulative working days of staff review time

Planning Program	
Purpose Statement	The purpose of the Planning Program is to provide rule development, forecasting, trip reduction and information services to Residents of Pinal County so they can enjoy clean and healthy air.
Key Results	• % healthy days per year achieved at each monitoring site for: o 94% healthy days per site for PM10 (dust) [NOTE: Excluded Cowtown] o 85% healthy days for PM10 at Cowtown o 95% healthy days for PM2.5 at Cowtown o 98% healthy days per site for Ozone • 5% increase in website visits to Air Quality monitoring/forecasting website from 5,150 to 5,400 • 40% of surveyed employees at mandatory and voluntary employers in the Travel Reduction Programs participating in alternative method usage • 75% of Pinal County residents who state they have a better understanding and awareness of air quality issues

Source Assistance Program	
Purpose Statement	The purpose of the Source Assistance Program is to provide permitting and compliance services to emission sources in Pinal County so they can understand applicable limitations and manage their operations and activities accordingly.
Key Results	• 85% of dust source site visits that show substantial compliance with air quality rules. *[Substantial Compliance = No Notice of Violation (NOV) or Notice of Opportunity to Correct (NOC) issues.]* • 90% of permit applications final actions within the applicants requested time frame

Monitoring Program	
Purpose Statement	The purpose of the Monitoring Program is to provide data reporting and assessment services to Pinal County Residents and Air Quality Personnel so they can have access to accurate and timely data.

Key Results	• % of air quality data captured:
	  o 80% of PM10 and PM2.5 data captured (# days with valid data/ # total possible days)
	  o 80% of ozone data captured (# days with valid data/ # total possible days)

Enforcement Program	
Purpose Statement	The purpose of the Enforcement Program is to provide administrative and judicial remedy services to Residents of Pinal County so they can benefit from cleaner air through changing the behavior of violators.
Key Results	• 80% of dust violators achieve compliance within 6 months from the original enforcement notice date

ACTIVITIES

1. Administrative Program

Purpose Statement	The purpose of the Administrative Program is to provide human resource, finance, budget, purchasing, records management, vehicle management and purchasing services to Pinal County departments so they can cost effectively manage their resources to achieve the planned results.

Section 1.1: Human Resources Activity

Activity Purpose Statement	The purpose of the Human Resource Activity is to provide employee selection, evaluation and support services to department management so they can manage, evaluate, and retain a qualified and diverse workforce.
Activity Services	• Candidate Selection Recommendations • Job Postings • Policy Interpretations • Employee Relations Management • Employee Interviews • Grievance hearings • Employee Inquiry Responses • Performance Appraisals/ Evaluations • Employee Assistance Referrals • Employee Orientation Sessions • Exit Interviews • Personnel Reports • Police and Procedure Updates • Employee Awards • "Silent Whistle" Investigations
Family of Measures	***Results*** 1. 98% of all employee appraisals will be submitted to Human Resources by the end of January due date (# of employee appraisals submitted by due date/total # of appraisals) ***Outputs*** 1. 15 of employee appraisals submitted on/by due date ***Demands*** 1. 15 of employee appraisals anticipated to be submitted ***Efficiencies*** N/A
Activity Manager(s)	• **Department Director and/or Supervisor(s)**
Activity Budget	$x,xxx,xxx

Section 1.2: Reserved

1. Administrative Program

Purpose Statement	The purpose of the Administrative Program is to provide human resource, finance, budget, purchasing, records management, vehicle management and purchasing services to Pinal County departments so they can cost effectively manage their resources to achieve the planned results.

Section 1.3: Training Activity

Activity Purpose Statement	The purpose of the Training Activity is to provide department specific training services to employees so they can more effectively meet the County and/or department strategic goal.
Activity Services	• Training Sessions • Safety Training Sessions • Employee Handbooks • Training Assessments • Training Records • Training Schedules/Arrangements
Family of Measures	***Results*** 1. 85% of training dollars spent that directly align to County or Department strategic goals. (# of training dollars spent that directly align to County or Department strategic goals / total number of training dollars spent) ***Outputs*** 1. Training $ spent that directly align to County or Department strategic goals ***Demands*** 1. Training $ spent that directly align to County or Department strategic goals anticipated to be spent ***Efficiencies*** 1. Training Activity $ spent that directly align to County or Department strategic goals
Activity Manager(s)	• **Don Gabrielson** • **Nelda Nunez** • **Scott DiBiase** • **Barbara Cenalmor** • **Kale Walch**
Activity Budget	$x,xxx,xxx

1. Administrative Program

Purpose Statement	The purpose of the Administrative Program is to provide human resource, finance, budget, purchasing, records management, vehicle management and purchasing services to Pinal County departments so they can cost effectively manage their resources to achieve the planned results.

Section 1.4: Records Management Activity

Activity Purpose Statement	The purpose of the Records Management Activity is to provide record retention, disposal and retrieval services to departments so they can access, provide, retain and dispose of records in a timely manner and as legally required.
Activity Services	• Record Archives • Record Disposals • Record Disposition Authorizations • Records Destruction List • Records Inventory • Records Requests Responses
Family of Measures	***Results*** 1. 100% of record series managed in compliance with legal and policy requirements as determined by the Arizona State Library of Archives. (# of record series managed in compliance with legal and policy requirements / total # of records series managed) ***Outputs*** 1. * # record series in compliance with legal and policy requirements ***Demands*** 1. * # record series anticipated to be in compliance with legal and policy requirements ***Efficiencies*** 1. Records Management Activity $ expenditure per record series in compliance with legal and policy requirements
Activity Manager(s)	• **Don Gabrielson** • **Nelda Nunez**
Activity Budget	$x,xxx,xxx

*Under the Clean Air Act, construction or modification of an industrial source requires an air quality permit. Construction permit conditions that establish limitations that protect public health continue for the life of the source, or until changed by a subsequent permit revision. Accordingly, the permitting history of an industrial facility retains continuing relevance. For that reason, we retain applications, internal analyses and historical permits even though the formal record retention schedule calls for keeping those documents for no more than five years.

1. Administrative Program

Purpose Statement	The purpose of the Administrative Program is to provide human resource, finance, budget, purchasing, records management, vehicle management and purchasing services to Pinal County departments so they can cost effectively manage their resources to achieve the planned results.

Section 1.5: Vehicle Management Activity

Activity Purpose Statement	The purpose of the Vehicle Management Activity is to provide maintenance scheduling, reporting and vehicle requirement definition services to the department so they can have cost effective and safe vehicles.
Activity Services	• Vehicle Maintenance and Repair Service Schedules • Vehicle Utilization Reports • Maintenance Records • Fleet Credit Card Usage Reports • Vehicle Usage Assessment
Family of Measures	***Results*** 1. 95% of department vehicles with preventative maintenance performed as scheduled (# of department vehicles with preventative maintenance performed as scheduled/ total department vehicles) 2. 95% of department vehicles operated more than 10,000 miles per year (# of department vehicles operated more than 10,000 miles per year/ total department vehicles) ***Outputs*** 1. 13 of department vehicles operated 2. 12 department vehicles operated more than 10000 miles a year ***Demands*** 1. 13 of department vehicles anticipated to be operated ***Efficiencies*** 1. $ Vehicle Management Activity expenditure per vehicle operated
Activity Manager(s)	• **Don Gabrielson** • **Nelda Nunez**
Activity Budget	$x,xxx,xxx

1. Administrative Program

Purpose Statement	The purpose of the Administrative Program is to provide human resource, finance, budget, purchasing, records management, vehicle management and purchasing services to Pinal County departments so they can cost effectively manage their resources to achieve the planned results.

Section 1.6: Financial Services Activity

Activity Purpose Statement	The purpose of the Financial Services Activity is to provide financial, budget information and purchasing services to department managers so they can ensure appropriate allocation, acquisition, utilization and control of County resources and stay within their budget at the activity level.
Activity Services	• Grant Reports • Grant Applications • Grant Programmatic Progress Reports • Payment Authorizations • Employee Reimbursement Authorizations • Year-end Accounting Records • Cash Receipts • Budget Proposal • Spending Requests • Appropriation Adjustments • Expenditure Projections • Performance Reports
Family of Measures	***Results*** 1. 90% of non-construction payment authorizations entered into the system within three business days of receipt of goods. (# of payment authorizations entered on the date of receipt of goods/total payment authorizations) ***Outputs*** 1. 75 of payment authorizations received within three business days of physical receipt of item(s) ***Demands*** 1. 200 of payment authorizations (requisitions) anticipated to be entered into the system ***Efficiencies*** 1. $ Financial Services Activity per payment authorization entered within three business days
Activity Manager(s)	• **Nelda Nunez**
Activity Budget	$x,xxx,xxx

1. Administrative Program

Purpose Statement	The purpose of the Administrative Program is to provide human resource, finance, budget, purchasing, records management, vehicle management and purchasing services to Pinal County departments so they can cost effectively manage their resources to achieve the planned results.

Section 1.7: Department Director Activity

Activity Purpose Statement	The purpose of the Department Director Activity is to provide results oriented leadership and management services to Pinal County residents and businesses so they can benefit from effective and efficient County services.
Activity Services	• Reports • Direction • Employee Supervision Meeting • Inquiry Responses • Strategic Business Plans • Issue Resolutions • Special Projects • Budgets • Department Structures • Policies/Procedures • Employee Evaluations • Program Evaluations • Recommendations • Leadership
Family of Measures	***Results*** 1. 100% of applicable Key Results achieved (# of applicable key results achieved/total # of applicable key results) 2. 75% of surveyed customers who say they are satisfied or very satisfied with the services provided by the Air Quality Department. (# of respondents who state they are satisfied or very satisfied with the departments services/total # of respondents) 3. 90% of site plan reviews will be approved within 90 cumulative working days of staff review time (# of site plan reviews approved within 90 cumulative working days of staff review time/total # of site plan reviews) ***Outputs*** 1. 350 of customers responding to the department survey ***Demands*** 1. 350 of customers expected to respond to the survey ***Efficiencies*** 1. $ Department expenditures per customer served
Activity Manager(s)	• **Don Gabrielson**
Activity Budget	$x,xxx,xxx

2. Planning Program

Purpose Statement	The purpose of the Planning Program is to provide rule development, forecasting, trip reduction and information services to Residents of Pinal County so they can enjoy clean and healthy air.

2.1. Planning Activity

Activity Purpose Statement	The purpose of the Planning Activity is to provide air quality planning and coordination services to Pinal County Residents so they can enjoy and breathe healthy air.
Activity Services	• Planning Presentations • Regional Emission Inventories • State Implementation Plan Submittals • Air Quality Rules • Benchmark Comparison Reports • Air Quality Surveys • Air Quality Advisements • Air Quality Planning Sessions • Air Quality Recommendations • State Implementation Plans • Stakeholder Coordinations • Planning Agency Coordinations • Air Quality Summits • Regional Modeling Reports • Planning Public Hearings • Planning Public Notices • Air Quality Data Analysis Findings • Legislative Process Evaluations • Rule Proposals • Land Use Impact Recommendations • Lobbying Consultations • Air Quality Representations

Family of Measures	***Results*** 1. % healthy days per year achieved at each monitoring site for: • 94% healthy days per site for PM10 (dust) [NOTE: Excluded Cowtown] (# of PM 10 healthy days by site/total number of days) • 85% healthy days for PM10 at Cowtown (# of PM 10 healthy days at Cowtown/total number of days) • 95% healthy days for PM2.5 at Cowtown (# of PM 2.5 healthy days at Cowtown/total number of days) • 98% healthy days per site for Ozone (# of Ozone healthy days/total number of days) 2. 90% compliance with PM10 (Dust) ambient air quality standards (# of PM10 daily observations meeting standards/total # of observations) 3. 75% of significant transportation and land use proposals* reviewed by the planning department in each of the political sub-divisions in Pinal County will consider air quality benefits and impacts of the project. (# of significant land use and transportation plans* reviewed that consider air quality benefits and impacts/total # of land use and transportation plans) * Significant transportation and land use proposals are projects anticipated to directly contribute or indirectly induce more than 5 tons per year of PM10 emissions. 4. 75% of citizens stating they are satisfied with the prevailing visibility levels in Pinal County. (# of citizens stating they are satisfied /total # respondents) 5. 100% of Board presented fee-revision proposal to achieve at least 90% parity relative to the fees of other Arizona air quality regulatory agencies. (PCAQCD fees (industrial, dust, open burning)/Average of applicable ADEQ, MCAQD, Pima (industrial, dust, open burning) fees) ***Outputs*** 1. 3 air quality rules packages and recommendations provided. 2. 200 land use impact recommendations provided ***Demands*** 1. 3 air quality rules packages and recommendations expected to be required. 2. 200 land use impact recommendations expected to be required ***Efficiencies*** 1. $ Planning Activity expenditure per healthy air quality day 2. $ Planning Activity expenditure per air quality rule and recommendation provided
Activity Manager(s)	• **Scott DiBiase** • **Don Gabrielson**
Activity Budget	$x,xxx,xxx

2. Planning Program

Purpose Statement

The purpose of the Planning Program is to provide rule development, forecasting, trip reduction and information services to Residents of Pinal County so they can enjoy clean and healthy air.

2.2. Information and Education Activity

Activity Purpose Statement

The purpose of the Information and Educational Activity is to provide air quality data, information and education services to Pinal County residents so they can have a better understanding and awareness of air quality issues.

Activity Services

- Daily Ozone Status Reports
- Website Structural Updates
- Air Quality Pamphlets
- Air Facility Sub-System Reports (AFS)
- Environmental Protection Agency Database Submittals (AQS)
- Air Quality Educational Presentations
- Daily Website Reports (AQI – air quality index)
- Daily PM10 Status Reports
- Clean Air, Blue Skies Newsletters
- Website Postings
- Data Request Responses
- Meteorological Monitoring Status Reports
- Air Quality Forecasts
- Industrial Public Notices
- Planning Public Notices

Family of Measures

Results

1. 75% of Pinal County residents who state they have a better understanding and awareness of air quality issues
   (# of Pinal County residents stating they have a better understanding and awareness of air quality issues through a survey/Total number of Pinal County residents completing the survey)

2. 5% increase in website visits to Air Quality monitoring/forecasting website from 5,150 to 5,400
   (# of website visits in current year less # of website visits in previous year/# of website visits in previous year)

3. 10% increase in EnviroFlash Air Quality Index (AQI) forecast email subscribers and Twitter followers from 220 to 240.
   (# of EnviroFlash AQI forecast email subscribers plus Twitter followers in current year less # of EnviroFlash AQI forecast email subscribers plus Twitter followers in previous year/# of EnviroFlash AQI forecast email subscribers plus Twitter followers in previous year)

Outputs

1. 250 Air Quality status reports provided (ozone, PM10, meteorological).
2. 250 Air Quality forecasts provided

Demands

1. 250 Air Quality status reports expected to be provided
2. 250 Air Quality forecasts expected to be provided

Efficiencies

1. $ Information and Education Activity expenditure per Air Quality status report provided

Activity Manager(s)	• **Scott DiBiase** • **Kale Walch**
Activity Budget	$x,xxx,xxx

2. Planning Program

Purpose Statement	The purpose of the Planning Program is to provide rule development, forecasting, trip reduction and information services to Residents of Pinal County so they can enjoy clean and healthy air.

2.3. Travel Alternatives Activity

Activity Purpose Statement	The purpose of the Travel Alternatives Activity is to provide travel options and travel reduction services (such as vanpools, carpools and dedicated parking spaces) to Pinal County commuters so they can travel on less congested roads in Pinal County.
Activity Services	• Vanpool Formations • Ozone Awards • Travel Reduction Voluntary Surveys • Travel Reduction Mandatory Employer Surveys • Travel Reduction Data Analysis Findings • Travel Reduction Grant Reports • Dedicated Parking Spaces • Vanpool/carpool Placements • Travel Reduction Awards • Travel Reduction Audit Reports • Travel Reduction Plans • Van Pool Availability Reports • Travel Reduction Plan Decisions • Carpool Awards • Marketing Materials • Vanpool/carpool Recommendations
Family of Measures	***Results*** 1. 40% of surveyed employees at mandatory and voluntary employers in the Travel Reduction Programs participating in alternative method usage (# of commuters using alternative methods/total commuters) 2. 10% increase in Travel Reduction webpage visits from 1,150 to 1,265 (# of webpage visits in current year less # of webpage visits in previous year/# of webpage visits in previous year) ***Outputs*** 1. 5,500 surveys of mandatory employers provided 2. 19 mandatory travel reduction plans produced 3. 3,000 marketing materials distributed ***Demands*** 1. 19 mandatory employers in Pinal County ***Efficiencies*** 1. $ Travel Alternatives Activity expenditure per Pinal County commuter 2. $ Travel Alternatives Activity expenditure per travel reduction plan produced
Activity Manager(s)	• **Scott DiBiase**
Activity Budget	$x,xxx,xxx

3. Source Assistance Program

Purpose Statement	The purpose of the Source Assistance Program is to provide permitting and compliance services to emission sources in Pinal County so they can understand applicable limitations and manage their operations and activities accordingly.

3.1. Compliance Activity

Activity Purpose Statement	The purpose of the Compliance Activity is to provide regulatory oversight, compliance assistance and mediation services to businesses in Pinal County so they can comprehend and apply air quality rules and regulations.
Activity Services	• Dust Outreach Classes • Complaint Response Referrals • Industrial Permitting Outreach Classes • Performance Test Protocol Review Decisions • Asbestos Outreach Classes • Industrial Source Inspections • Notices of Opportunities to Correct • Asbestos Notification Review Decisions • Complaint Responses/Inspections • Source Performance Test Reviews/Observations and Reports • Department Initiated Responses (Field Activity Reports) • Move Notices Review Decisions • Source Emission Inventory Reports • Source Emission Inventory Notifications • Semi-annual/annual compliance reports/questionnaires
Family of Measures	***Results*** 1. 85%[4] of industrial sources in compliance with air quality rules as determined from report reviews and inspections. (# of industrial sources in compliance/total # of industrial sources) 2. 85% of dust source site visits show substantial compliance* with air quality rules. (# of dust source site visits showing substantial compliance/total # of dust source site visits) **Substantial Compliance = No Notice of Violation (NOV) or Notice of Opportunity to Correct (NOC) issues.* 3. 80% of initial responses to customer complaints handled within 3 business days. (# of customer complaints with initial response is within 3 days/total # of customer complaints) 4. 80% Class I and 10% Class II industrial source inspections. (# of industrial source inspections in each classification/total # of operating sources in each classification) ***Outputs*** 1. 38 industrial source inspections completed 2. 350 complaint responses completed 3. 1200 field activity reports completed ***Demands*** 1. 44 industrial inspections expected to be required

[4] Noncompliant industrial sources include sources that either don't turn in mandatory reports within required time frame or who submit timely reports that show violations.

Efficiencies

1. $ Compliance Activity expenditure per industrial inspection completed
2. $ Compliance Activity expenditure per complaint response and field activity report completed

Activity Manager(s)	• **Barbara Cenalmor** • **Kale Walch**
Activity Budget	$x,xxx,xxx

3. Source Assistance Program

Purpose Statement	The purpose of the Source Assistance Program is to provide permitting and compliance services to emission sources in Pinal County so they can understand applicable limitations and manage their operations and activities accordingly.

3.2. Permitting Activity

Activity Purpose Statement	The purpose of the Permitting Activity is to provide consultation, oversight, and permit issuance services to regulated stationary sources of air pollution (such as factories, mines, power plants, gas stations, and painting operations) so they can receive a permit in a timely manner that authorizes them to construct and operate within Pinal County.
Activity Services	• Permit Agency Coordinations • Title V Payroll and Permit Fee Reports • Industrial Permit Public Hearings • Industrial Permit Expiration Notifications • Industrial Permit Revocations • Industrial Permit Application Consultations • Industrial Permits • Burn Permits • Industrial Source modeling Reports • Industrial Permit Revisions • Dust Registrations • Permit Receipts of Payment • Industrial Permit Reports • Industrial Permit Renewals
Family of Measures	***Results*** 1. 90% of industrial permit applications final actions within the applicants requested time frame (Industrial Permits meeting requested time frame/Total # of requests made) ***Outputs*** 1. 120 industrial permits issued 2. 1,832 burn permits issued 3. 500 dust registrations issued ***Demands*** 1. 120 Industrial permit applications expected to be submitted ***Efficiencies*** 1. $ Permitting Activity expenditure per permit issued
Activity Manager(s)	• **Barbara Cenalmor** • **Kale Walch** • **Nelda Nunez**
Activity Budget	$x,xxx,xxx

4. Monitoring Program

Purpose Statement	The purpose of the Monitoring Program is to provide data reporting and assessment service to Pinal County residents and Air Quality personnel so they can have access to accurate and timely data.

4.1. Monitoring Activity

Activity Purpose Statement	The purpose of the Monitoring Activity is to provide data reporting and assessment services to Pinal County residents and Air Quality personnel so they can have access to accurate and timely data.
Activity Services	• Special Studies • Natural Event Characterizations submittals • Monitor Installations • Annual Data Certifications • Visibility Analysis Reports • Equipment Verifications • Assessment Reports • Maintenance Schedules • Monitoring Equipment Upgrades • Annual Monitoring Network Revisions (Site Improvements) • Sample Analysis Reports • Traffic Counts • Monitoring Agency Coordinations • Quality Assurance Reports • Valid Sample Collections • Instrument Calibrations and Verifications
Family of Measures	***Results*** 1. % of air quality data captured: • 80% of PM10 and PM2.5 data captured (# of valid PM10 and PM2.5 samples/total # of possible PM10 and PM2.5 samples) • 80% of ozone data captured (# of valid ozone samples/total # of possible ozone samples) 2. 100% of instrument calibrations and verifications that are within tolerance limits* (# of instrument calibrations and verifications within tolerance limits/total # of instrument calibration and verifications) * *Within Tolerance Limits = Meeting EPA Performance Standards.* 3. 95% of days in which morning reports were posted by 9:00 A.M (# of days reports were posted by 9:00 A.M./Total # of business days) ***Outputs*** 1. 270 instrument calibrations and verifications completed 2. 85,116 valid sample data points collected ***Demands*** 1. 272 instrument calibrations and verifications expected to be required 2. 86,464 valid sample data points expected to be collected ***Efficiencies*** 1. $ Monitoring Activity expenditure per sample collected
Activity Manager(s)	• **Mike Sundblom**
Activity Budget	$x,xxx,xxx

5. Enforcement Program

Purpose Statement	The purpose of the Enforcement Program is to provide administrative and judicial remedy services to the residents of Pinal County so they can benefit from cleaner air through changing the behavior of violators

5.1. Enforcement Activity

Activity Purpose Statement	The purpose of the Enforcement Activity is to provide administrative and judicial remedy services for the residents of Pinal County so they can benefit from cleaner air quality through changing the behavior of violators.
Activity Services	• Judgments • Civil Actions • Notice of Violations (NOVs) • Investigation findings • Enforcement Summary Reports • Consent Orders • Enforcement Agency Coordinations
Family of Measures	***Results*** 1. 90% of industrial violators achieve compliance within 12 months from the original enforcement notice of violation date (# of industrial sources who received NOVs but achieved compliance within 12 months of notice of violation date/# of sources who received NOVs) 2. 80% of dust violators achieve compliance within 6 months from the original enforcement notice of violation date (# of dust sources who received NOVs but achieved compliance within 6 months of notice of violation date/# of sources who received NOVs) ***Outputs*** 1. 15 notice of violations presented 2. 15 consent orders arranged ***Demands*** 1. 15 notice of violations expected to be presented ***Efficiencies*** 1. $ Enforcement Activity expenditure per notice of violation presented
Activity Manager(s)	• **Kale Walch**
Activity Budget	$x,xxx,xxx