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CC: JoyRich@mail.maricopa.gov; KennethProksa@mail.maricopa.gov
Date: Fri, 27 May 2011 09:03:09 -0700
Subject: Changes at the Maricopa County Air Quality Department

Good morning.

I wanted to let you know of some changes at MCAQD.

Below is an email, I sent to County Air Quality employees yesterday. It has been a challenging time and we have now reduced our staff by over 20 positions this year. With the reductions in previous years we are now down over 100 positions in 2 years. I also know this is a reflection of economic conditions and mirrors changes many of you have also seen in your organizations as well. Nonetheless it is still difficult. Hopefully this is our final Reduction in Force, but this is dependent on getting our fee rules approved by the Board of Supervisors on June 22.

Thank you for your support of the Department and please have a safe and restful Memorial Day holiday.

Bill

Dear Air Quality colleagues,

As you are aware, earlier today we completed a RIF of eight positions within the MRTs of Inspector, Inspector Supervisor, and Management Analyst. We also made some changes at the division management level. We know that these transitions are never easy. While there are no guarantees, we will continue to align our expenditures and revenues and with the new fee structure model, our fiscal health should improve. We also wish the best for our colleagues and coworkers who were directly impacted.

That said, I would like to thank the following individuals for their dedication and service to the Air Quality Department: Doug Erwin, Sonny Hill, Kathy Houed, Duane Johnson, Mern Metcalf, Hanna Milosevic, Jennifer Nasewytewa, Manuel

Resendiz, Trace Terrin and Skyler Wright. We wish them well in the future and thank them for all of their hard work.

Moving forward, we will shift our focus to creating a culture of Compliance Assurance. Compliance Assurance focuses on increasing the percentage of facilities operating in compliance by utilizing a variety of approaches. This may include outreach, business assistance, training, targeted inspections as well as enforcement. Enforcement should be both potent and effective but used as a final option when other efforts have failed.

To fully implement this culture shift, we have made several changes to the Air Quality leadership team. The changes as outlined below are effective immediately:

- Jo Crumbaker has assumed the role of Policy Advisor where she will assist with legislation analysis, policy research and formulation, leading multi-agency efforts, monitoring federal and state air quality legislation and regulations, and providing training on new legislation and roles to staff and stakeholders. Jo's invaluable historical knowledge and legislative/policy expertise make her an ideal fit for this position. We anticipate offering an SWA to backfill Jo's role in the Planning division.

- Dennis Dickerson is our new Compliance Division Manager. Dennis has 30 years of experience in senior management positions including serving as the Executive Officer of the Los Angeles Regional Water Board and Regional Administrator of the California Department of Toxic Substances Control – Los Angeles Area Regional Office, both of which have similar permitting and compliance responsibilities. Dennis is an experienced leader and his technical grasp of clean air mission makes him well qualified to transform the Compliance division towards a Compliance Assurance model. His key role in the process improvement effort and his understanding of stakeholder issues, through his role as the Ombudsman, all support his new leadership position.

- Lucinda Swann is our new Permitting Division Manager. Lucinda has been an integral part of the Air Quality Department for several years and brings strong leadership skills as well as technical background to her new role. In this capacity, she will lead the Permitting division to enhanced timeliness, clearly written permits and enforceable permit conditions. The Compliance Records/Permitting section currently reporting to her will also move under the Permitting division.

I understand that change is unsettling and this communication doesn't answer all of your questions about how issues will be handled; however, the department's mission has not changed. We need to work together both internally and with our external customers to improve air quality in Maricopa County. Each one of you is critical to our success. With the dedication, innovation and perseverance that

you exhibit on a daily basis and our improved financial stability, I know that we can make our department the best that it can be.

Thank you for all you do.

Bill

William D. Wiley, P.E.

Director

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