

BOARD MEETING DATE: April 3, 2015

AGENDA NO. 28

**PROPOSAL:** Receive Public Input on Executive Officer's Draft Goals and Priority Objectives for FY 2015-16

**SYNOPSIS:** A set of goals and priority objectives for the FY 2015-16 Budget has been developed. The Executive Officer wishes to receive public and Board Member input on these goals and priority objectives as they serve as the foundation of SCAQMD's Work Program.

**COMMITTEE:** Administrative, March 13, 2015; Recommended for Approval

**RECOMMENDED ACTION:**

Receive public input today and then include draft Goals & Priority Objectives as part of the set Public Hearing package for May 1, 2015 to adopt the FY 2015-16 SCAQMD Budget.

Barry R. Wallerstein, D.Env.  
Executive Officer

MBO

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**Background**

Each year, as part of the budget process, staff brings forward to the Board and public the Executive Officer's Draft Goals and Priority Objectives for the new budget year. These goals and priority objectives (Attachment 1), which may be modified as a result of public input and Board direction, will be used in developing next year's work program and budget request.

Additionally, a status update for FY 2014-15 goals and priority objectives (Attachment 2) which highlights select activities is provided to demonstrate the positive outcomes being realized through SCAQMD efforts on annual goals and priority objectives.

A public workshop to present the SCAQMD's Budget and Work Program request for FY 2015-16 has been planned for April 10, 2015. The draft Budget and Work Program is expected to be available for public review in April.

**Attachments**

Executive Officer's Draft Goals & Priority Objectives for FY 2015-16 (Attachment 1)  
Executive Officer's Goals & Priority Objectives Status for FY 2014-15 (Attachment 2)

ATTACHMENT 1



**EXECUTIVE OFFICER'S**

**DRAFT GOALS AND PRIORITY OBJECTIVES**

**FY 2015-2016**

**SOUTH COAST AIR QUALITY MANAGEMENT DISTRICT  
DRAFT GOALS AND PRIORITY OBJECTIVES FOR FY 2015-16**

**MISSION STATEMENT**

“All residents have a right to live and work in an environment of clean air and we are committed to undertaking all necessary steps to protect public health from air pollution with sensitivity to the impacts of our actions on the community, public agencies and businesses.”

**VALUES**

- S** Sound scientific, technical, and legal basis for actions
- C** Customer service
- A** Air that is healthful to breathe
- Q** Quality programs that are effective and efficient
- M** Multiple partnerships and collaboration with stakeholders
- D** Developing solutions for the future

**GOALS AND PRIORITY OBJECTIVES**

The following Goals and Priority Objectives have been identified as being critical to meeting SCAQMD’s Mission in Fiscal Year 2015-16.

**GOAL I. Ensure expeditious progress toward meeting clean air standards and protecting public health.**

Priority Objective/Project	Outcome
1. Development of the 2016 AQMP	Develop and adopt a comprehensive attainment strategy using the latest technical and planning assumptions to meet the federal 8-hour ozone (75 ppb) and annual PM2.5 (12 µg/m <sup>3</sup> ) air quality standards by statutory deadlines. The plan will also update the 1-hour ozone and the 1997 8-hour ozone SIPs, as necessary, to demonstrate progress toward attainment. Conduct modeling to demonstrate attainment of the standards with the application of the control strategy. Identify and implement early action measures to further ensure attainment of federal 24-hour PM2.5 standard.
2. Implementation of OEHHA Revised Health Risk Assessment Guidelines	Update and implement policies, rules and associated programs to implement OEHHA Revised Health Risk Assessment Guidelines for SCAQMD (i.e., rule amendments, permitting, AB2588, and CEQA). Provide outreach and training regarding risk communication and implementation of the Revised OEHHA Health Risk Assessment Guidelines.
3. Implementation of socioeconomic analysis enhancements	Implement the action plan approved by the Governing Board at its October 2014 meeting to address the recommendations contained in the November 2014 Abt Associates report.

**GOAL I. Ensure expeditious progress toward meeting clean air standards and protecting public health. (Cont.)**

Priority Objective/Project	Outcome
4. Development of the 2016 Air Toxics Control Plan	In response to the findings in MATES IV, develop a control plan to further reduce air toxics exposure in the Basin. The air toxics control plan will be presented as part of the 2016 AQMP with consistent inventory and modeling methodologies. The control strategy will identify toxic reduction co-benefits from the AQMP and climate change measures.
5. Further develop enhanced emissions/ambient monitoring capabilities	Conduct comprehensive research by evaluating a variety of advanced optical remote sensing technologies for the purposes of providing SCAQMD and the public with enhanced real- and near-real-time monitoring capabilities that will ultimately result in improved control efficiencies and compliance. Four advanced optical technologies will be initiated and demonstrated in the field to characterize fugitive VOC emissions from refineries, gas stations, oil wells, and other small point sources. Complete in-stack and ambient real-time metals monitoring demonstration.
6. Demonstration programs for CNG police vehicles and zero-emission police vehicles	Develop and demonstrate alternative fuel and zero-emission police vehicles in the South Coast. Initiate contracts for the development of a CNG police pursuit vehicle and a zero-emission pursuit vehicle. The vehicles (cars, trucks and motorcycles) will be part of a loaner program to gain real-world experience for both police departments and the technology providers.
7. Zero-emission lawn and garden equipment	Conduct a loaner program for zero-emission lawn and garden equipment to promote their environmental benefits and efficacy in a commercial environment, including local government.
8. Next-generation natural gas engine/hybrid vehicles	Develop natural gas heavy-duty engines that are 90% cleaner than current emissions standard for NOx, including the option for integration with hybrid systems and alternative fuels that will provide additional NOx reductions.
9. Develop and demonstrate zero-emission goods movement technologies	Continue to work with the DOE, CEC, the Ports and others to develop and demonstrate zero-emission miles in goods movement technologies. Coordinate these actions with policy efforts in Washington DC and national outreach efforts to develop a supportive stakeholder network.
10. Updating and enhancements to the Carl Moyer Program	Pursue legislative changes to the Carl Moyer Program through the joint efforts of CARB and CAPCOA to enhance the program objectives by allowing expansion of project categories, leveraging of funds, inclusion of greenhouse gases, increasing cost-effectiveness limit to fund advanced technologies, and improving implementation efficiency.
11. Proposition 1B-Goods Movement Program	Secure SCAQMD's share of funds for the last round of bond sales (estimated to be around \$240 million), and implement goods movement modernization projects in accordance with CARB's program guidelines.
12. Incentive Funding Programs	Continue the implementation of the Carl Moyer, Lower-Emission School Bus, Lawnmower Exchange, fireplace/woodstove conversion (Mira Loma area), and other incentive funding

programs to achieve early and surplus emissions reductions.

**GOAL I. Ensure expeditious progress toward meeting clean air standards and protecting public health. (Cont.)**

Priority Objective/Project	Outcome
13. Ensure compliance through a program that includes using community-based and/or industry-specific deployment of field personnel	Inspect all Major or RECLAIM sources at least annually and inspect all chrome plating facilities quarterly. Conduct a total of 20,000 site visits for compliance evaluations and perform inspections of 3,300 portable equipment and 1,800 Asbestos demolition or renovation activities. Continue targeted evaluation program for select industries, including but not limited to, metal processing, and oil production. Conduct 40 Team Inspections at selected facilities.
14. Ensure compliance through a program that includes timely processing of permit applications for stationary sources	Process a total of 7,000 applications, including 1,800 Permits to Construct (new construction, modification or relocations). Process all Title V Permit Renewals in timely manner and meet all statutory requirements. Through SCAQMD's Small Business Assistance program help more local businesses understand the permit process, prepare and submit permit applications, and expand efforts to educate small business owners about the agency and compliance. Continue the program's expanded outreach to help ensure continued compliance through efforts to more widely distribute the Air Quality Permit Checklist and through the ongoing Expired Permit Outreach Program. Continue to hold meetings with the permit streamlining working group.
15. Continue to implement SCAQMD's Environmental Justice (EJ) policies and programs, and other initiatives directed at equitable treatment for all communities and sensitive populations	Work with residents and community leaders in disproportionately impacted communities to remedy their air quality concerns. Increase partnerships with health, educational, and other organizations in impacted communities. Better communicate, coordinate and streamline agency response to EJ-related concerns, in part through the execution of SCAQMD's Environmental Justice Community Partnership, a new initiative offering quarterly training and forums to maintain and grow the agency's partnership with both EJ thought leaders and community stakeholders, while increasing awareness of SCAQMD's targeted efforts to mitigate air pollution specifically in and around adversely impacted EJ communities. Prioritize representation of SCAQMD on community task forces and other organizations as appropriate, including business organizations, to help mitigate current and prevent future air quality impacts.
16. Enhance community response program	Assess current SCAQMD community response program and identify measurement techniques and protocols with consideration to recurring types of community concerns, and update the program accordingly to be more informative and responsive to impacted communities in a more timely manner. Develop an enhanced communication plan to inform the community regarding complaints. Examine how social media can be incorporated into the program to provide timely information to the general as well as impacted public.

**GOAL I. Ensure expeditious progress toward meeting clean air standards and protecting public health. (Cont.)**

<b>Priority Objective/Project</b>	<b>Outcome</b>
17. Prioritize prosecution of high-impact enforcement cases to maximize deterrence for air pollution violations and protect public health	Enhance prosecution of high-impact enforcement cases, such as prosecutions of major or serial violators, major air toxics releases, significant public nuisance cases, or companies having violations at several locations. Achieve satisfactory resolution of these cases to reduce health impacts and provide for future deterrence.
18. Work proactively on drought-related air quality impacts and needed response	Continue implementation of drought response plan and revise as necessary.
19. Develop and demonstrate low-emission energy generation technology as well as energy storage options	Continue demonstration projects and continue working with stakeholders to facilitate additional power options.

**GOAL II. Enhance public education and ensure equitable treatment for all communities.**

<b>Priority Objective/Project</b>	<b>Outcome</b>
1. Continue implementation of the Clean Communities Plan Pilot Studies in Boyle Heights and San Bernardino and complete implementation of the U.S. EPA Targeted Air Shed Grant	Complete the implementation of the Clean Communities Plan Pilot Studies in Boyle Heights and San Bernardino.
2. Fully deploy newly established testing center, AQ-SPEC	Conduct large-scale testing of emerging “low-cost sensors” for accuracy and performance, communicate findings to the public and explore collaborative opportunities with entities interested in utilizing such sensors for community-based monitoring.
3. Demonstrate viability for car scrapping and vouchers for cleaner vehicles in disadvantaged communities	Complete pilot programs to encourage disadvantaged community members to participate more fully in the Enhanced Fleet Modernization Program (EFMP). Provide enhanced outreach and incentives for users to scrap their eligible vehicles and obtain vouchers for cleaner new and used vehicles or transit passes.
4. Employ the latest communication technologies; engage in community based programs and outreach events; and foster relationships with traditional media outlets	Creatively and actively engage the public, through town hall and community meetings, video and PSA messages relayed through local cable and Public, Education and Government channels, specifically themed or targeted outreach events linked to public interest and environmental and health concerns. Further improve agency engagement with the public through more effective use of website, video and social and digital media tools (i.e. smartphone app, the digital Advisor, Facebook, Twitter), as well as the integration of other possible communication platforms. Launch a comprehensive social media campaign.
5. Continue timely response to community complaints	Respond to all air quality complaints received by SCAQMD in a timely manner.

**GOAL III. Operate efficiently and in a manner sensitive to public agencies, businesses, the public and SCAQMD staff.**

Priority Objective/Project	Outcome
1. Maintain a knowledgeable, professional and well-trained staff	Provide training and educational opportunities to ensure up-to-date expertise and competency in core agency functions. Develop leadership development programs and opportunities to ensure a smooth transition of key leadership positions within the agency.
2. Continue to overhaul SCAQMD's information technology systems, including the use of state-of-the-art software, hardware, and communications systems to improve overall agency effectiveness and efficiency	Continue the phased replacement of server and desktop hardware and software. Expand server virtualization and private cloud capabilities, along with public cloud capabilities. Explore the implementation of a Big Data Analytics platform for agency use. Complete work with Legal's Contractor to implement and integrate CourtView's JWorks caseflow management software. Complete data migration, document management, and synchronization among systems that share case-related information. Continue modernization of SCAQMD business applications by developing and implementing a web-based portal to provide compliance, financial, and permitting information to improve overall agency effectiveness and operational activities. Expand GIS infrastructure to provide enhanced access capabilities across all computing devices including desktops, laptops, tablets and mobile phones. Continue expansion of SCAQMD's e-government/e-commerce capabilities by providing on-line permit application and compliance notification form filing.
3. Provide excellent customer service to all stakeholders	Ensure that all stakeholders are treated as partners, and that regulations, requirements and objectives are made clear early in the permitting, rulemaking and planning processes. Work with stakeholders in a cooperative and collaborative manner toward air quality goals and related activities in a timely and cost-effective manner, always seeking to balance priorities of public health protections, business retention, economic growth, and job creation, while meeting Federal and State Clean Air Laws.
4. Build and maintain partnerships with public agencies, stakeholder groups and the business community	Further enhanced outreach programs to public agencies in areas including, but not limited to, rulemaking and rule implementation and enforcement, regional air quality impacts and attainment strategies, and other issues affecting public agencies, especially local government. Develop partnerships with local jurisdictions and regional agencies, and seek cooperative strategies for achieving air quality goals and objectives while supporting local control and sustainable economic growth, and leveraging local efforts to improve the health and well-being of residents. Develop new partnerships with the business and regulated communities, as well as environmental justice, environmental, health-based organizations, and community groups – especially environmentally conscientious youth groups – through outreach to, and participation in, various activities, conferences, and other opportunities to cultivate early and continuing cooperative relationships. Build relationships outside of California to broaden support for SCAQMD's federal priorities.

**GOAL III. Operate efficiently and in a manner sensitive to public agencies, businesses, the public and SCAQMD staff. (Cont.)**

<b>Priority Objective/Project</b>	<b>Outcome</b>
5. Ensure rulemaking is transparent and inclusive	Implement early and continuing outreach to affected and interested stakeholders, including businesses, local agencies, environmental justice and environmental groups, and affected communities in the rulemaking process, and provide ample opportunity for input and collaboration.



ATTACHMENT 2



**EXECUTIVE OFFICER'S  
GOALS AND PRIORITY OBJECTIVES**

**FY 2014-2015  
STATUS REPORT**

**SOUTH COAST AIR QUALITY MANAGEMENT DISTRICT  
FY 2014-2015 STATUS REPORT ON EO GOALS AND PRIORITY OBJECTIVES**

**MISSION STATEMENT**

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**VALUES**

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**GOALS AND PRIORITY OBJECTIVES**

The following Goals and Priority Objectives have been identified as being critical to meeting SCAQMD’s Mission in Fiscal Year 2014-15.

**GOAL I. Ensure expeditious progress toward meeting clean air standards and protecting public health.**

Priority Objective/Project	Outcome Status
1. Implement 2012 AQMP	Efforts continued to implement 2012 AQMP Control Measure CMB-01 (Further NOx Reductions from RECLAIM) which involves evaluation of Best Available Retrofit Control Technology (BARCT) as well as development of the shaving methodology. It was preliminarily determined the programmatic shave could range from 5 to 14 tons per day (tpd) of NOx emissions, above the 2 to 5 tpd reduction commitment in the 2012 AQMP. In addition, there were ongoing rulemaking efforts on 2012 AQMP measures that seek further reductions of volatile organic compounds (VOCs) from sources such as adhesive and sealant applications (Rule 1168), mold release products (Rule 1161) and vacuum trucks (Rule 1188). A Supplement to the PM2.5 SIP was prepared to meet planning requirements under Subpart 4 of the Clean Air Act, including an extended attainment demonstration for 2015. (See monthly Governing Board agendas for more detail.)

**GOAL I. Ensure expeditious progress toward meeting clean air standards and protecting public health. (Cont.)**

Priority Objective/Project	Outcome Status
<p>2. Initiate development of 2016 AQMP</p>	<p>The technical analyses for the 2016 AQMP were initiated, including the implementation of updated modeling and inventory tools. The AQMP Advisory Group, comprised of over 50 stakeholders, met three times in 2014 to discuss regulatory updates, emission inventories, and the development of ten white papers designed to establish technical information supporting a discussion of policy issues important to the 2016 AQMP. White papers include topics such as goods movement, transportation, energy, PM and VOC controls, and the business case for clean air. Working groups for each white paper met on a periodic basis to discuss respective topics and develop outlines of the white papers. In addition, pursuant to legal statute, an analysis of RACT/RACM and a preliminary emissions inventory was submitted to U.S. EPA to comply with an interim deadline. Finally, a third-party review of the SCAQMD socioeconomic assessment procedures and methodologies was concluded and recommendations were presented to the AQMP Advisory Group as well as Governing Board for discussion of future directions.</p>
<p>3. Ensure compliance through a program that includes using community-based and/or industry-specific deployment of field personnel</p>	<p>In the first half of Fiscal Year 2014-15, highlights include:  Inspected 251 major sources (&gt;47% of all major sources) and made 216 inspections at Chrome Plating facilities (&gt;86% of the total 126 Chrome Plating facilities were inspected quarterly). Conducted 8,228 site visits (equipment inspections, breakdown investigations, compliance evaluations and complaint responses). Performed site visits and inspected 1,646 portable equipment. Conducted 887 inspections at Asbestos Demolition and/or Renovation sites.</p> <p>Conducted &gt;100 inspections, surveillances and complaint responses related to Oil &amp; Gas Production facilities.</p> <p>Conducted &gt;50 Team &amp; Joint Inspections at various facilities. In addition, performed targeted inspections at metal processing facilities and responded to complaints and conducted surveillances regarding wood burning on days declared as No-Burn Days.</p>

**GOAL I. Ensure expeditious progress toward meeting clean air standards and protecting public health. (Cont.)**

Priority Objective/Project	Outcome Status
<p>4. Prioritize prosecution of high-impact enforcement cases to maximize deterrence for air pollution violations and protect public health</p>	<p>Required lead-acid battery-recycling facility to cease operation pending installation of air-pollution control equipment by: obtaining order for abatement; opposing variance proceeding; and opposing motion for preliminary injunction in lawsuit challenging new SCAQMD lead rule. Pursued enforcement action in state court against same facility. Obtained preliminary injunction to remedy violations of a previously-issued Order for Abatement against a wastewater-processing facility that created a public nuisance and released toxic hydrogen sulfide fumes affecting a large area of the District.</p> <p>Recovered an \$8.1 million penalty against a refinery for allowing unrecorded gases to flow to a flare through two unmonitored pipes, thereby violating conditions on the refinery’s Title V permit. Recovered a \$6 million penalty against another refinery for nearly 5,000 violations of a leak detection and repair rule which requires facilities to identify all components in heavy liquid service and repair those that are leaking beyond specified limits.</p>
<p>5. Ensure compliance through a program that includes timely processing of permit applications for stationary sources</p>	<p>In first half of Fiscal Year 2014-15, highlights include: Processed 3,165 applications for Permits, Compliance Plans and Emission Reduction Credits (ERCs) and issued 827 Permits to Construct for new and modified equipment and relocations. Processed and issued 63 Title V Permit Renewals. Reconvened Permit Streamlining Working Groups and held multiple meetings with various stakeholders. Initiated outreach to cities to raise awareness regarding availability and use of the Air Quality Checklist to help businesses understand compliance steps with SCAQMD; and launched an Expired Permit Outreach Program that notifies businesses of their newly expired permit status (before they go non-reinstatable).</p>
<p>6. Continue to implement SCAQMD’s Environmental Justice (EJ) policies and programs, and other initiatives directed at equitable treatment for all communities and sensitive populations</p>	<p>Successfully launched new community outreach forum linking air quality issues and environmental stewardship with the legacies of civil and human rights advocates. Began implementation of Chairman’s Environmental Justice Community Partnership Initiative, an ongoing interaction with EJ communities designed to increase awareness of agency efforts on behalf of those community sectors, broaden education on air quality issues, and jointly identify ways to work together to solve them. Staff outreached to minority language populations and other hard-to-reach groups and provided technical assistance to individuals seeking to participate in incentive programs available at SCAQMD, particularly wood stove incentive and VIP programs.</p>

**GOAL I. Ensure expeditious progress toward meeting clean air standards and protecting public health. (Cont.)**

Priority Objective/Project	Outcome Status
7. Enhance community response program	Established Air Quality Sensor Performance Evaluation Center (AQ-SPEC) to test, assess and publish data on efficacy of low cost sensors that could be used in local communities. Developed a Quick Reference Guide for SCAQMD Email Marketing Campaigns. Approved a staff position to specifically handle SCAQMD social media outreach (to be filled 1st Qtr 2015).
8. Continue to respond expeditiously and effectively to community issues that require deployment of air monitoring resources	Enhanced monitoring and response capabilities through technology enhancements, focus of resources, and efficiency improvements to address short- and long-term community air quality concerns. Evaluated personal monitors for air quality readings accuracy.
9. Implementation of AB 8 (Carl Moyer AB 923 and AB 118 H2 funding)	Executed 83 Carl Moyer contracts for replacement and repower of heavy-duty vehicles and equipment for approximately \$28M. Seven contracts were executed for 16 alt fuel stations totaling approximately \$27M from CEC and SCAQMD.
10. Complete implementation of heavy-duty replacement trucks for small fleets under Proposition 1B-Goods Movement Program	Executed 776 contracts to replace older diesel trucks totaling over \$93M.
11. Develop and demonstrate advanced natural gas engines and zero-emission technologies for locomotives	Awarded contracts in the amount of \$7M in partnership with CEC and SoCalGas to develop and demonstrate next-generation near-zero-emission heavy-duty natural gas engines.
12. Continue development and demonstration of Zero Emission Container Movement Technologies, and initiate deployment with market-enabling strategies and policies	Board directed staff to submit proposals for federal solicitations involving grants and incentives to promote development of zero-emission clean air technologies and infrastructure. Successfully applied and was awarded a \$10M DOE project for Zero-Emissions Cargo Transport technologies for fuel cell and plug-in hybrid electric trucks.
13. Release Multiple Air Toxics Exposure Study (MATES IV) and Risk Assessment Methodology Update	Released Draft Report in October 2014 for public review, with revised final report expected in Spring of 2015.
14. Continue implementation of Clean Communities Pilot Study for Boyle Heights and San Bernardino	Continued remaining projects and programs for both communities to address cumulative air quality issues; extended program to expend all funds within program area. Staff began regulatory development to address a key CCP issue, odors from animal rendering facilities. Continued to implement Clean Communities Plan Pilot Study and U.S. EPA Targeted Air Shed Grant. Under latter, implemented fireplace/wood stove exchange voucher program in CCP communities. Governing Board approved \$415,000 for Commercial Lawn Mowers for San Bernardino, representing 11 government agencies and one non-profit organization. Initiated an assessment for air filtration for Murchison Elementary in Boyle Heights in partnership with Legacy LA.

**GOAL I. Ensure expeditious progress toward meeting clean air standards and protecting public health. (Cont.)**

Priority Objective/Project	Outcome Status
15. Implement fireplace/woodstove exchange voucher incentive program in and around Mira Loma	The program was implemented in November 2013 as a targeted incentive program to improve PM2.5 air quality in and around Mira Loma and help the Basin reach attainment of federal PM2.5 standards; resulted in issuance of 469 vouchers (148 or ~32% to low-income households). Program funding levels will allow program to continue into FY 2015/2016. To date, 273 vouchers have been redeemed for low-emission hearth products. Program was also implemented in Clean Communities Pilot Study program areas, resulting in 15% of program activities.
16. Work proactively on drought-related air quality impacts and needed response	Developed and implemented a Drought Management and Water Conservation Plan, as approved by the Governing Board.
17. Develop and demonstrate low-emission energy generation technology as well as energy storage options	Supported proposals by University of California for energy storage and renewable integration.

**GOAL II. Enhance public education and ensure equitable treatment for all communities.**

Priority Objective/Project	Outcome Status
1. Employ the latest communication technologies; engage in community-based programs and outreach events; and foster relationships with traditional media outlets	Continued development of more streamlined versions of SCAQMD's app for Smartphone and iPads; to date, there have been over 10,400 downloads. Creation of digital Advisor newsletter, available for iPads. SCAQMD messaging is now accessible on multiple social media platforms, i.e. Facebook, Twitter, and YouTube, to maximize agency's digital presence and increase public engagement, including initiating in-house production of Governing Board meeting highlight videos, distributed to local public, education and government channels as well as SCAQMD website and YouTube.
2. Continue timely response to community complaints	Responded to all air quality complaints as quickly as practicable, including off-hours. Assigned staff to 1-800-CUT SMOG complaint line and assigned each complaint to an inspector or manager to investigate.

**GOAL III. Operate efficiently and in a manner sensitive to public agencies, businesses, the public and SCAQMD staff.**

Priority Objective/Project	Outcome Status
1. Maintain a knowledgeable, professional and well-trained staff	<p>Provided training and educational opportunities to ensure up-to-date expertise and competency in core agency functions. Provided training and opportunities that promote leadership development within our workforce to ensure a smooth transition of key leadership positions within the agency.</p>
2. Continue to overhaul SCAQMD's information technology systems, including use of state-of-the-art software, hardware, and communications systems to improve overall agency effectiveness and efficiency	<p>Replaced agency phone system (Avaya/Nortel) with a unified communications solution from Cisco; the new IP-based system includes telephony, voicemail, presence, collaboration, and video capability.</p> <p>Completed upgrade of headquarters conference center audio visual systems; new state-of-the-art systems include high definition video and audio, video wall display, webcasting and digital signage.</p> <p>Upgraded content management system used for the agency website</p> <p>Initiated work to migrate Legal Division's case and document management software system with SCAQMD's current permitting, enforcement and imaging databases to efficiently track and manage assignments and case documents. CourtView's caseload management software, JWorks, has been purchased and work is in progress to implement workflow and data migration requirements.</p> <p>Expanded GIS mapping infrastructure to provide spatial query capabilities for overlay and identification of specified zones i.e. MATES IV study results; and addition of real time data for special mobile air monitoring sites.</p> <p>Promoted permit processing efficiencies through implementation of on-line payment system that allows applicants to quickly clear fees and avoid rejected applications; enables new permit applicants to make online payments without a Facility ID and allows permit applicants to calculate fees online, estimate payment amounts and generate preliminary invoices for preapproval of permit processing fees.</p>
3. Provide excellent customer service to the business and regulated community as well as other stakeholders	<p>Highlights include:</p> <p>Launched an enhanced Expired Permit Outreach Program to include calls, more extensive research, and site visits to businesses with expired permits to attempt to avoid permits from turning non-reinstatable.</p> <p>Through Jan. 2015: 595 permits addressed; \$93,536 in fees recovered; 165 permits reinstated prior to cutoff. Small Business Assistance Unit continued to provide services to small</p>

**GOAL III. Operate efficiently and in a manner sensitive to public agencies, businesses, the public and SCAQMD staff. (Cont.)**

Priority Objective/Project	Outcome Status
3. Provide excellent customer service to the business and regulated community as well as other stakeholders <i>(Cont.)</i>	businesses throughout the region. Through Jan. 2015: 40 on-site consultations; assisted on 742 permit inquiries; Issued 163 clearance letters. SCAQMD Radio/Telephone operators received/responded to 58,916 calls from the public, including complaints, reporting smoking vehicles, etc.
4. Build and maintain partnerships with public agencies, stakeholder groups and the business community	Through continued outreach and education efforts with local, state, and federal legislative offices, strengthened SCAQMD's reputation as a reliable resource on air quality and related public policy issues.
5. Ensure rulemaking is transparent and inclusive	<p>Throughout each rule development process, staff works with an associated stakeholder Working Group which generally includes affected industry representatives, consultants, environmental representatives, community representatives and other agencies. These working group meetings are open to the public. Working Group meetings provide SCAQMD staff opportunity to work directly with stakeholders to get early input as well as share drafts of proposed rule language. Working Group meetings are held in "round table" format where stakeholders and staff can discuss proposed rule amendments in depth. This process is helpful to allow all interested parties to hear various viewpoints and to discuss and resolve issues that arise during the rulemaking process. Working Group meetings are generally held at SCAQMD headquarters and additionally in affected communities, such as with Rule 415 (odors from rendering facilities) and Rule 1420.1 (lead and other toxic emissions from large-acid battery recycling facilities).</p> <p>In addition to Working Group meetings, throughout the rulemaking process SCAQMD staff also conducted public workshops to present proposed rules and discuss key issues. During the FY 2014-2015, SCAQMD staff held more than 110 rule stakeholder meetings as well as individual stakeholder meetings, Working Group meetings, and Public Workshops and one technical symposium.</p> <p>To further increase transparency, the SCAQMD staff held a symposium on "Assessing and Managing Toxic Risk from Alternative VOC Compounds" on October 29, 2014 to bring stakeholders and other key industry and academic experts together to discuss a variety of technical and public health topics related to product reformulations to meet lower VOC limits.</p>