

# STRATEGIC PLAN – FY2019



## Vision

To be the number one state in the nation in: Balanced, leading-edge environmental protection; Technical and operational excellence; and Radical simplicity for customers and staff.

### Executive Summary

Strategic Issues	Strategy
Sites with ongoing, unauthorized impacts to the environment are in backlog	Backlog Blitz
Increasing ozone concentrations threaten future economic development	Engage Arizonans in Air Quality Improvement
Past EPA overreach and current threats to State funding	Cooperative Federalism 2.0
We share air and water with our neighbors in Mexico	Implement Binational Environmental Strategic Plan
Over 26% of ADEQ staff will be full pension eligible in 3 years	21 <sup>st</sup> Century Workforce Planning

### Principles / Values

- 1) Evaluate everything we do for its impact on the mission.
- 2) Hire only those who believe in our way and have a passion for their work.
- 3) Train those who cannot, replace those who will not, and promote those who excel.
- 4) Never hide a problem – respect others enough to be honest, even if the truth is uncomfortable.
- 5) Do not blame, but hold each other accountable.
- 6) Involve end users early and often when creating or improving services.
- 7) Never stop asking why.
- 8) Continuously design and redesign for quality and radical simplicity.
- 9) Freely discuss, promptly decide, and totally commit.
- 10) Do not fear failure.

### Mission

To protect and enhance public health and the environment of Arizona.

### Agency Description

The Arizona Legislature established the Arizona Department of Environmental Quality (ADEQ) as the state’s environmental regulatory agency under the Environmental Quality Act of 1986 to serve as a separate, cabinet-level agency to administer all of Arizona’s environmental protection programs. Since then, ADEQ’s enduring and vital mission is to protect and enhance public health and the environment of Arizona.

Resource Assumptions	FY 2018 Appropriations	FY 2019 Budget Request	FY 2020 Estimate	FY 2021 Estimate	FY 2022 Estimate
Full-Time Equivalent	562	562	562	562	562
General Fund (\$1,000s)	\$2,824	-	-	-	-
Other Appropriated Funds (\$1,000s)	\$80,224	\$76,009	\$76,009	\$76,009	\$76,009
Non-Appropriated Funds (\$1,000s)	\$69,263	\$74,415	\$74,415	\$74,415	\$74,415
Federal Funds (\$1,000s)	\$16,646	\$15,484	\$15,484	\$15,484	\$15,484
Total Agency Funds (\$1,000s)	\$165,955	\$165,908	\$165,908	\$165,908	\$165,908

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Goals	Performance Measures	Objectives
<b>Support Environmentally Responsible Economic Growth</b>	• Permit Lead Time	➤ Deploy a system and tools to issue individual, complex permits in 180 days or less.
	• Compliance Rate	➤ Continue deploying online services to dramatically facilitate compliance.
		➤ Seek primacy for UIC, 404, CCR.
<b>Enhance Arizona's Unique Environment</b>	• Population Breathing Good Air	➤ Increase outreach to voluntarily reduce ozone precursors.
	• Population Served Healthy Drinking Water	➤ Research and deploy Federal, State and Non-Profit resources to upgrade small drinking water systems.
	• No. of Impaired Surface Waters	➤ Implement binational strategic plan.
<b>Accelerate cleanups</b>	• No. of Known, Ongoing, Unauthorized Releases	➤ Focus Agency leadership and resources on known , high priority, aging sites.
<b>Recruit, Train and Retain Top Environmental Talent</b>	• Regrettable Attrition	➤ Formalize holistic workforce planning for every program.
	• No. of Single Points of Failure	➤ Reduce the number of single point failures.

