

**Mission/Vision:** To protect and enhance public health and the environment in Arizona.

Through consistent, science-based environmental regulation; and clear, equitable engagement and communication;

With integrity, respect, and the highest standards of effectiveness and efficiency;

Because Arizonans treasure the unique environment of our state and its essential role in sustaining well-being and economic vitality, today and for future generations.

**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 in Arizona.

**Executive Summary:** ADEQ has identified seven strategic issues that led to the creation of five year strategies to deliver tangible outcomes that benefit public health and the environment.

1. Systems of support are inadequate to hire and retain a highly qualified and engaged workforce.
2. Addressing Sunset Audit Findings with additional resources.
3. Current community engagement levels are insufficient to achieve ADEQs vision.
4. Some drinking water systems and surface waters are not meeting federal standards and many Arizona waters are threatened by emerging contaminants (e.g., Per- and Polyfluoroalkyl Substances (PFAS)).
5. The multi-decade drought has created stakeholder demand to strengthen opportunities and guidance associated with water quality and reuse.
6. IJJA presents a once in a generation opportunity to improve the Arizona's infrastructure and environment.
7. Arizona stakeholders want ADEQ to assume primacy over the federal Underground Injection Control (UIC) and Coal Combustion Residuals (CCR) Programs.

Summary of Multi-Year Strategic Priorities			
#	Five Year Strategy	Start FY	Progress / Successes
1	Leverage existing ADEQ and State workforce data to enhance hiring, training and career advancement.	2023	<ul style="list-style-type: none"> <li>Implemented a 10% increase in agency staff salaries.</li> <li>Created a Belonging &amp; Remote Employee Retention plan.</li> <li>Standardized field safety planning and implementation.</li> <li>Conducted listening sessions with 161 employees to assess barriers to long-term and satisfying employment at ADEQ.</li> </ul>
2	Secure sustainable program funding.	2021	<ul style="list-style-type: none"> <li>Statutory authority obtained in 2022 to promulgate increases in some water quality and hazardous waste fees.</li> <li>Hazardous waste fee increases were effective in April 2023.</li> <li>Completed screening of ADEQ fee structures.</li> </ul>
3	Enhance existing tools to provide Arizonans with both increased access to information and more ways to engage in ADEQ decisions and actions.	2024	<ul style="list-style-type: none"> <li>New strategy for FY24.</li> </ul>
4	Develop and implement a State vision to address PFAS contamination.	2024	<ul style="list-style-type: none"> <li>New strategy for FY24</li> </ul>
5	Catalyze water recycling in Arizona.	2023	<ul style="list-style-type: none"> <li>2018 – Eliminated prohibition on Direct Potable Reuse (DPR).</li> <li>2022 – Legislature funded rule-writing for DPR.</li> <li>2023 –40% complete on DPR program development.</li> </ul>
6	Leverage IJJA and IRA for a healthy environment.	2022	<ul style="list-style-type: none"> <li>Awarded \$25M to address orphaned wells on behalf of Oil &amp; Gas Conservation Commission.</li> <li>Awarded \$296K to facilitate pollution prevention, \$1.1M to accelerate Brownfields sites restoration, \$127K for Clean Water Act Section 604(b) Planning and \$5.4M through WIFA for DWSRF.</li> <li>Collaborating with WIFA on the use of IJJA Emerging Contaminant grant.</li> </ul>
7	Assume primacy of UIC and CCR Federal Programs.	2020	<ul style="list-style-type: none"> <li>Statutory authority necessary to obtain UIC program primacy was obtained in FY18. Program development is 85% complete.</li> <li>Statutory authority necessary to obtain CCR program primacy was obtained in FY22. Program development is 38% complete.</li> </ul>
8	Address Known, Ongoing, Unauthorized Impacts to human health and the environment.	2018	<ul style="list-style-type: none"> <li>Total mitigated includes 171 drinking water systems serving 640,478people.</li> <li>Completed 37 projects to mitigate surface water contamination.</li> </ul> <p><i>This strategy was fully deployed, resulted in ongoing standard practices for KOUI mitigation. This strategy is complete and will be removed.</i></p>

# Department of Environmental Quality

Fiscal Year 2024 Strategic Plan 2-pager

Strat	FY24 Annual Objectives	Objective Metrics	Annual Initiatives
1	Stand up systems of support for a safe and engaged work force.	<ul style="list-style-type: none"> <li>Reduce the amount of employee initiated attrition (Goal: 11%)</li> </ul>	<ul style="list-style-type: none"> <li>Embed Occupational Health and Safety principles in all sections of the agency</li> <li>Design and deploy a talent optimization project:                             <ul style="list-style-type: none"> <li>Create unit manager development practice groups centered on belonging;</li> <li>Launch Employee Engagement improvement initiatives and; Professional development.</li> </ul> </li> <li>Deploy Project Management career track.</li> <li>Develop and deploy Community Engagement career track.</li> </ul>
2	Establish long term Agency funding strategy	<ul style="list-style-type: none"> <li>Percent of healthy funds for next 5 years (goal:100% complete by FY25)</li> </ul>	<ul style="list-style-type: none"> <li>Obtain statutory authority necessary to establish or increase solid waste fees</li> <li>Complete evaluation for viability of self funded model.</li> <li>Establish and implement strategy to achieve 5 year fund health.</li> </ul>
3	Develop and implement an enhanced community engagement strategy.	<ul style="list-style-type: none"> <li>Percent of community engagement strategy implemented. (goal: 100% complete)</li> </ul>	<ul style="list-style-type: none"> <li>Develop and publish a diverse community engagement plan.</li> <li>Train/communicate the engagement plan to the Agency.</li> <li>Deploy/pilot the engagement plan in the form of a pilot event.</li> <li>Reinstate volunteer programs and outreach on air quality.</li> </ul>
4	Develop and deploy a comprehensive strategy to mitigate public health and environmental risk associated with PFAS.	<ul style="list-style-type: none"> <li>Percent complete of PFAS strategy implementation. (goal: 100% complete)</li> </ul>	<ul style="list-style-type: none"> <li>Develop a 10 year PFAS plan.</li> <li>Collaborate with Gov's Office to maximize PFAS grant opportunities for the state.</li> <li>Develop PFAS strategy to deploy ADEQ resources.</li> </ul>
5	Develop DPR Program (a.k.a. recycled water).	<ul style="list-style-type: none"> <li>Percent complete of fully implementing the DPR Program. (goal: 85% complete - Breakthrough)</li> </ul>	<ul style="list-style-type: none"> <li>Establish communications strategy for DPR deployment.</li> <li>Conduct robust stakeholder engagement process including technical, end user (community) and policy assessment.</li> <li>Complete rulemaking for the DPR program.</li> </ul>
6	Leverage Federal funding (IIJA, IRA and ARPA).	<ul style="list-style-type: none"> <li>Number of Oil &amp; Gas wells inventoried and abandoned. (Goal: 180 Inventory and 15 Abandon)</li> </ul>	<ul style="list-style-type: none"> <li>Complete Initial assessment and inventory of orphaned wells</li> <li>Abandon wells.</li> <li>Support Office of Resiliency initiatives.</li> </ul>
7	Assume Federal UIC and CCR Programs.	<ul style="list-style-type: none"> <li>Percent complete of primacy for the programs. (goal: 100% complete for UIC and 75% for CCR).</li> </ul>	<ul style="list-style-type: none"> <li>Submit primacy packages to EPA for approval.</li> <li>Negotiate approval with EPA.</li> </ul>