

**FY 2018-19**

**Division of Air Resource Management Business Plan**



**Division of Air Resource Management  
Florida Department of Environmental Protection**

Version 19.0

## **EXECUTIVE SUMMARY**

The Florida Department of Environmental Protection (DEP), the state's lead agency for environmental management and stewardship, is a diverse agency, established to protect and manage the state's natural resources, including its air, water and land. DEP is an executive agency headed by the Secretary, who is appointed by the Governor of the State of Florida.

DEP's Division of Air Resource Management, located in Tallahassee, is charged with the protection and management of Florida's air resource, including air quality monitoring, permitting, ensuring compliance of emission sources and implementing the Siting Acts. Through a variety of services for its customers—the public and industry—the Division regulates Florida's air resource fairly, consistently and efficiently, while implementing state and federal requirements and enabling the economic development of the state. The Division provides these services through its Office of Business Planning, Office of Air Monitoring and Office of Permitting and Compliance. The Division's Siting Coordination Office implements Florida's Siting Acts, which establish procedures for licensing the construction and operation of power plants, transmission lines and natural gas pipelines.

The Air Pollution Control and Permit Fee Trust Funds provide funding for the Division. For fiscal year 2018-19, the Division has an appropriated budget of \$24,881,922. The Division currently has 71 full-time equivalent (FTE) positions and 2 part-time other personal services (OPS) employees, while managing and administering contracts with DEP approved Local Air Pollution Control Programs, which perform work on the Division's behalf. There are an additional 54 positions throughout DEP's District Offices that perform air pollution control work and are funded from the Air Pollution Control Trust Fund.

This plan outlines the nature of the Division's business, identifies its goals and establishes specific measures for reaching those goals. The Division updates this plan regularly to hold itself accountable, celebrate accomplishments and set new objectives and measures. For this year, the Division will focus on quality improvement, with an emphasis on providing guidance and training to DEP's District Offices and Local Air Pollution Control Programs to ensure Florida's air quality is protected consistently across the state.

The Division is committed to this business plan and believes its successful implementation assures that the Division's actions comply with the Florida Legislature's direction in Chapter 403, Florida Statutes, to implement the Clean Air Act in a manner that considers the economic and social development of the state. The plan also assures continued support of the State of Florida's Strategic Plan for Economic Development.

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# VISION, VALUES, STRATEGIC GOALS AND OBJECTIVES

## Vision and Values

### DEP's Vision:

**Creating strong community partnerships,  
safeguarding Florida's natural resources  
and enhancing its ecosystems.**

### Values

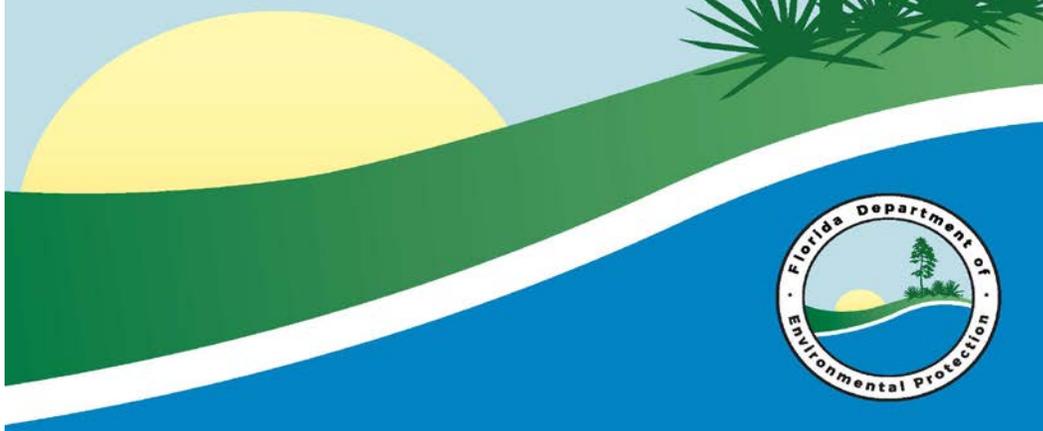
**Integrity** - We operate honorably, ethically and respectfully with our customers and each other.

**Accountability** - We take personal ownership for our actions and responsibilities.

**Communication** - We operate transparently by sharing information frequently and honestly.

**Innovation** - We continuously seek innovative ways to improve our operations to protect and restore the environment.

**Service** - We serve our communities and work to enhance our stakeholders' experience.



## Strategic Goals and Objectives

#	Strategic Goals	#	Objectives
1	Focus taxpayer resources on projects that provide a direct benefit to the environment and local communities	1.1	Improve funding decisions to align with water quality and quantity priorities
		1.2	Streamline contract processing, improve contract management, and award contracts efficiently and effectively
		1.3	Develop and implement restoration strategies and projects through stronger partnerships with local communities to restore waterbodies, springs and the Everglades
2	Establish and consistently use clear metrics to evaluate and strengthen the Department's programs, activities and services	2.1	<b>Improve quality, transparency and accountability of the Department's metrics</b>
		2.2	<b>Identify, prioritize and implement continuous improvement projects</b>
		2.3	Improve accountability to the public by reporting metrics through the Department's dashboard
3	Partner with communities and businesses to protect natural resources and promote economic growth	3.1	<b>Implement regulatory changes to promote consistency, improve quality and enhance protections for the State's natural resources</b>
		3.2	Leverage state funding with local partners to expeditiously expand restoration and protection efforts
4	Improve the quality of natural resources through long-term planning, restoration and maintenance	4.1	Pursue opportunities for greater cost recovery
		4.2	Increase the number of acres to its desired condition class
		4.3	<b>Reduce the cost of improving natural resource quality and condition</b>
5	Empower employees to solve problems through innovation and efficiency	5.1	<b>Create a professional development culture by providing training, communicating tools and measuring success</b>
		5.2	<b>Recruit and hire the best people</b>
		5.3	<b>Reward top performers</b>
6	Proactively communicate a clear and consistent message both internally and externally	6.1	<b>Use appropriate, targeted tools to better communicate the State's restoration activities and successes to media, stakeholders and the general public</b>
		6.2	<b>Create a consistent message which perpetuates the Department's vision and strategic goals</b>
		6.3	<b>Ensure internal communication is frequent and interactive</b>

The Division works continuously to expand and enhance its technological capabilities and staff proficiencies to maintain Florida's excellent air quality and improve the level of service provided to Florida's citizens, businesses and natural environment. For fiscal year 2017-18, the Division's emphasis on service centers around several key actions to further the goals of obtaining the highest quality ambient air data and providing stakeholders with effective and meaningful communications. Among other projects, the Division will undertake a comprehensive redesign of Florida's air quality network data management system, develop several new tools and manuals for compliance assistance and increase the frequency and focus of communications with DEP's District Offices and Local Air Pollution Control Programs that contribute to the success of Florida's air regulatory program.

## **CLIENT SERVICES**

The Division of Air Resource Management has two client segments which we must responsibly balance:

### Citizens and Visitors of Florida

These clients expect that the Division will reasonably, respectfully and responsibly implement Florida's air laws and regulations. Services provided on behalf of the citizens and visitors of Florida include:

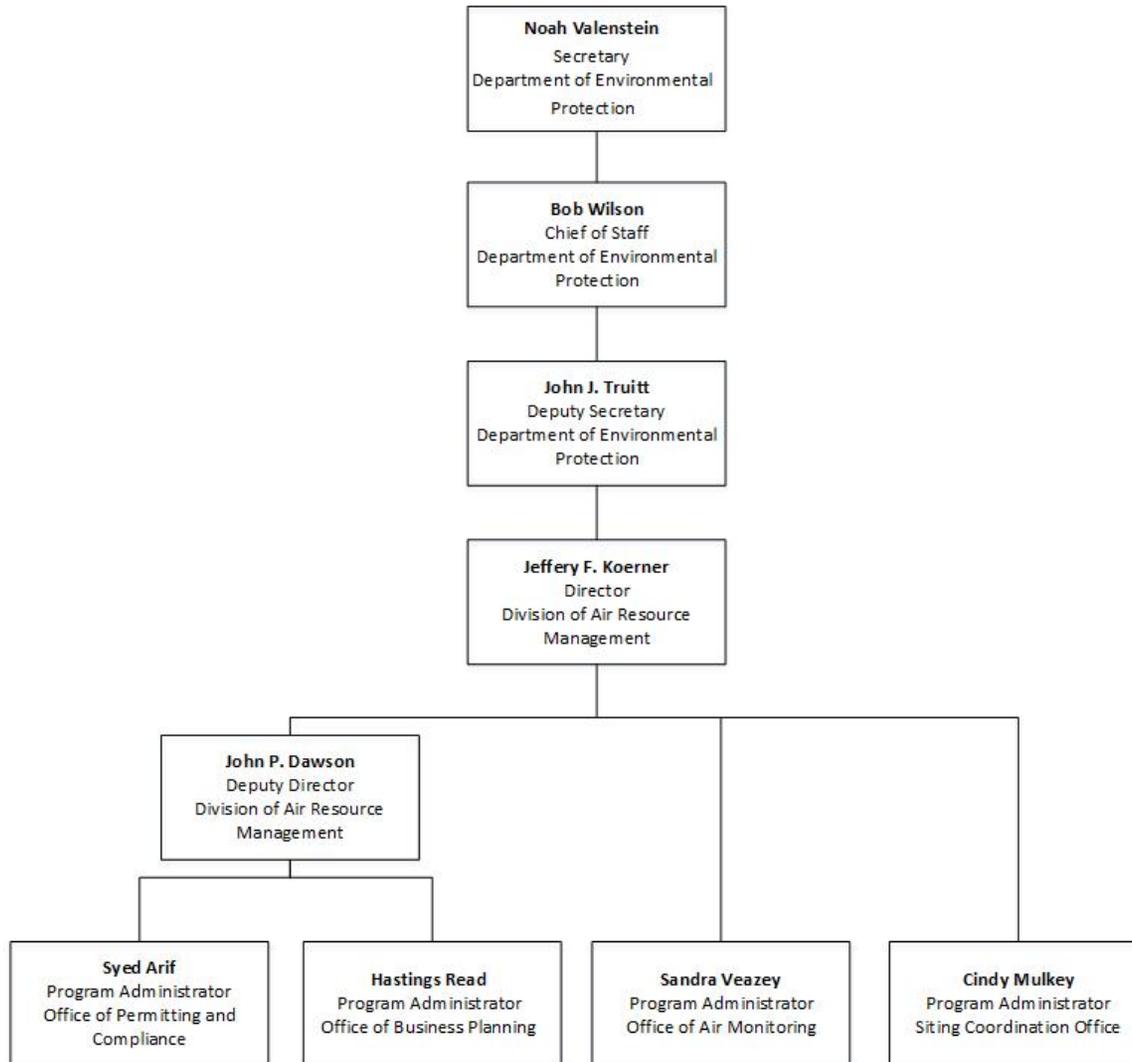
- Adopting rules and issuing permits that meet the state and federal requirements
- Ensuring compliance of regulated facilities
- Responding to public concerns related to regulated and non-regulated facilities
- Providing opportunities for the public to share its thoughts and concerns
- Providing easy access to regulatory data and reports
- Measuring and reporting ambient air quality

### Regulated Community

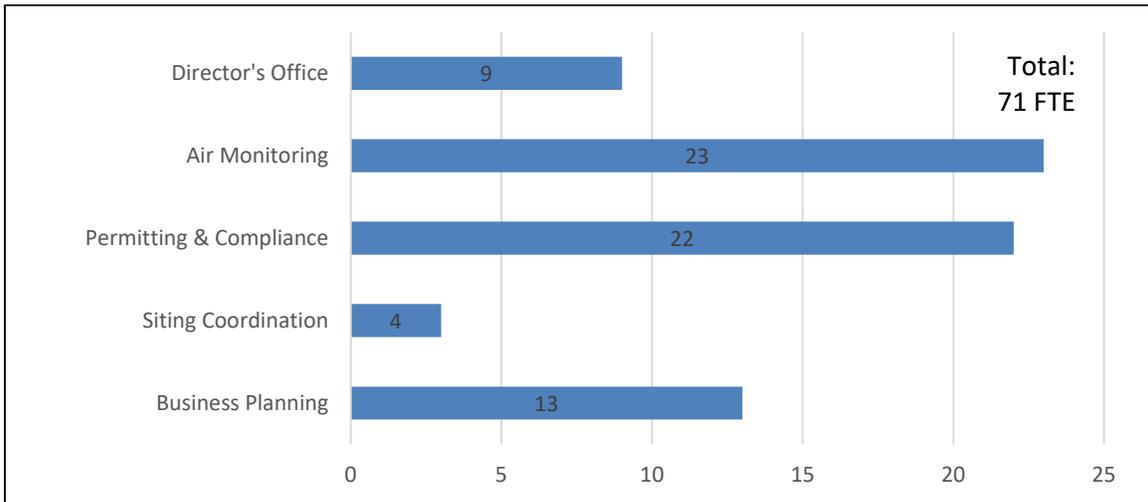
These clients expect that we will provide regulatory certainty and consistency along with fair solutions to Florida's air rules. Industries regulated by the Division include power plants, cement plants, waste-to-energy plants and fertilizer plants. Services provided on behalf of the regulated community include:

- Adopting reasonable rules that meet state and federal requirements
- Ensuring regulatory certainty and consistency
- Issuing fair, law- and science-based permits in a timely manner
- Licensing facilities subject to Florida's Siting Acts
- Providing compliance assistance
- Providing opportunities for the regulated community to share concerns
- Maintaining publicly accessible information databases

# ORGANIZATIONAL STRUCTURE



## Division Staffing



In addition to funding the 71 FTE positions (and 2 part-time OPS positions) in the Division's Tallahassee office, there are an additional 53 positions in DEP's District Offices that provide air permitting and compliance assistance. The Division also manages and administers contracts with approved Local Air Pollution Control Programs, which employ approximately 150 employees to perform work on behalf of the state.

## **ORGANIZATIONAL UNIT DESCRIPTIONS**

### **Director's Office**

- Oversees Division activities and develops air program policies
- Reports on Clean Air Act activities to the Secretary and Executive Office of the Governor
- Communicates and interacts directly with the U.S. Environmental Protection Agency's (EPA) Region 4 on Florida's air program responsibilities under the Clean Air Act
- Coordinates public records requests, media inquiries, press releases and other Division outreach initiatives
- Provides administrative support for the Division and the Bob Martinez Center
- Manages Division personnel

### **Office of Business Planning**

- Coordinates legislative affairs
- Conducts rulemaking
- Implements regulatory planning and reforms
- Maintains and updates Florida's State Implementation Plan
- Manages budget, contracts, grants, training and purchasing
- Provides air quality modeling and data analysis support for the Division

### **Office of Air Monitoring**

- Leads the Primary Quality Assurance Organization
- Manages statewide ambient air monitoring operations and databases
- Operates, purchases, installs and repairs ambient air monitoring equipment
- Performs certifications and calibrations on ambient air monitoring equipment
- Conducts statewide quality assurance performance and systems audits
- Performs laboratory analysis of PM<sub>2.5</sub> air samples
- Manages data quality, validation and uploads to EPA's database

### **Office of Permitting and Compliance**

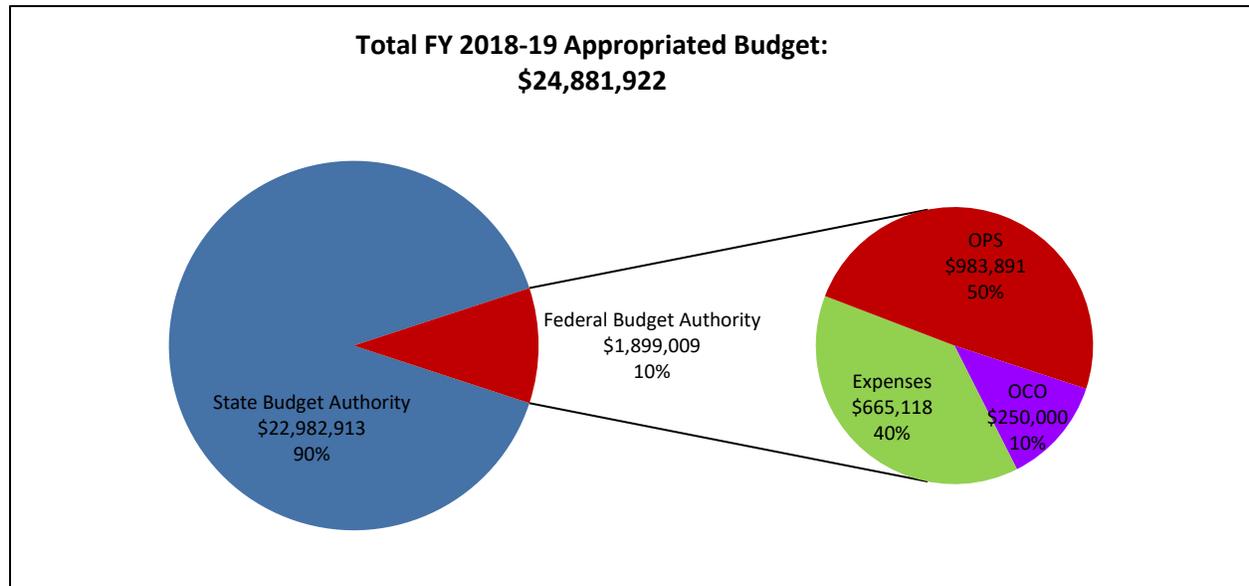
- Processes air construction and operation permits for electrical utilities, waste-to-energy plants and other specified major industrial sources
- Provides assistance and training to District Offices and Local Air Pollution Control Programs
- Conducts industry outreach to ensure a consistent statewide permitting process
- Oversees enforcement activities throughout the state
- Administers the Small Business Environmental Assistance Program including air general permit registrations
- Manages databases and electronic tools
- Collects and reconciles Title V air emissions fees for major sources

### **Siting Coordination Office**

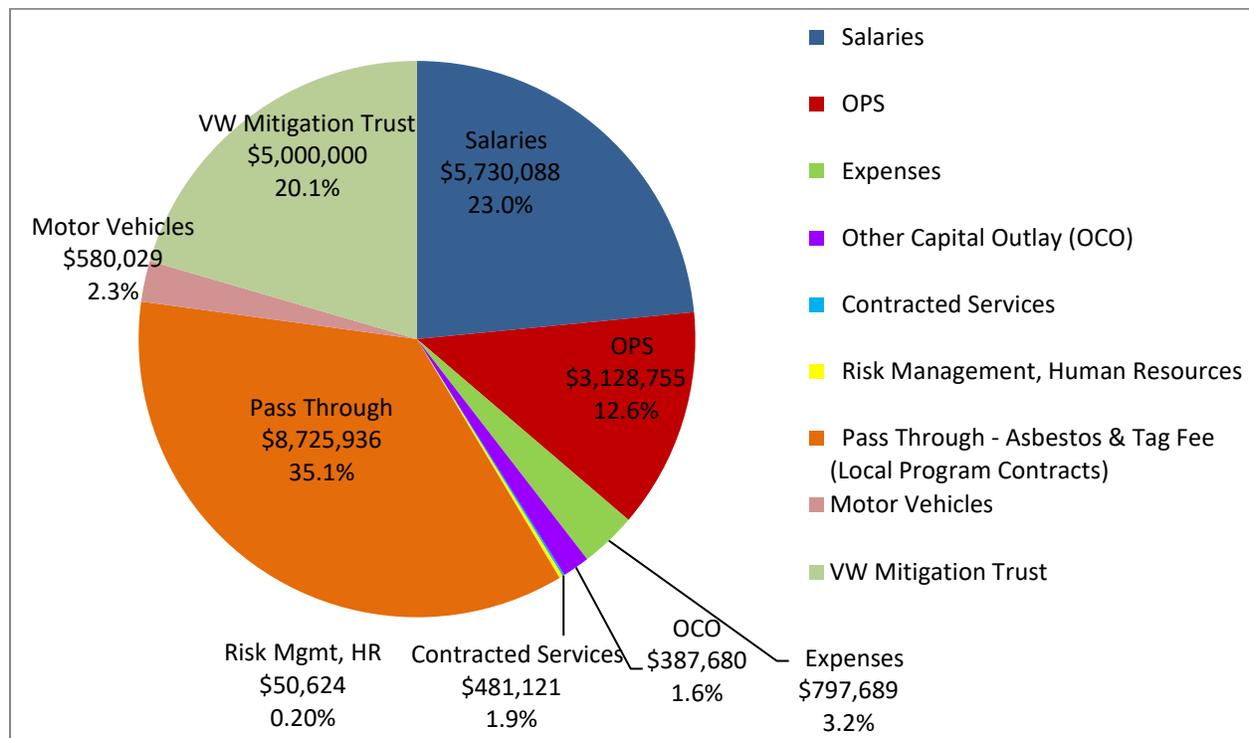
- Implements Florida's Siting Acts for power plants, transmission lines and natural gas pipelines
- Coordinates licensing and compliance for the life of the facilities subject to the Siting Acts with DEP's district offices and other agencies
- Provides recommendations to counties regarding pollution control equipment for ad valorem tax assessments
- Addresses inquiries from the public regarding electric and magnetic field (EMF) requirements for electric transmission lines
- Conducts reviews of utilities' EMF compliance submittals

# DIVISION BUDGET OVERVIEW

## Fiscal Year 2018-19 State vs. Federal Total Appropriated Budget

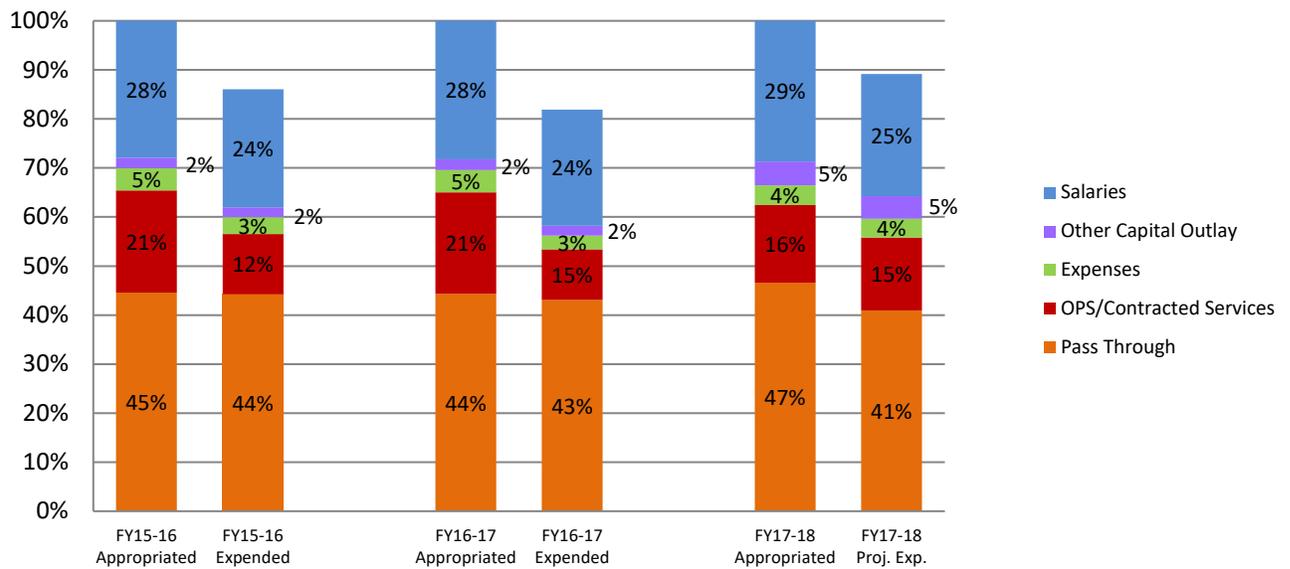


## Fiscal Year 2018-19 Appropriated Operating Budget by Category



## Division's Prior and Projected Appropriated and Expended Budget

### Division Appropriated vs. Expended



**FY15-16 Total DARM**

Appropriated: \$19,630,390  
Expended: \$16,887,534

**FY16-17 Total DARM**

Appropriated \$19,771,259  
Expended: \$16,193,575

**FY17-18 Total DARM**

Appropriated: \$19,897,466  
Projected Exp.: \$18,073,321

## STRATEGIC GOALS AND OBJECTIVES

<b>2. Establish and consistently use clear metrics to evaluate and strengthen the Department's programs, activities and services</b>						<b>#1, 13, 17, 18, 19, 25<sup>1</sup></b>			
<b>Objective<sup>2</sup></b>	<b>Action<sup>3</sup></b>	<b>KPI<sup>4</sup></b>	<b>Responsible Party</b>	<b>Baseline / Target<sup>5</sup></b>	<b>Due Date</b>	<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>
2.1 Improve quality, transparency and accountability of the Department's metrics	2.1.1 Conduct data quality and timeliness audits each month for statewide State Review Framework data and develop report	Audit conducted and report developed monthly	Office of Permitting and Compliance	N/A	Quarterly updates				
2.1 Improve quality, transparency and accountability of the Department's metrics	2.1.2 Conduct outreach to District Offices and Local Air Pollution Control Programs based on permit audits. Conduct spot-check audits of two district and two local programs each quarter	Results briefed at monthly permitting teleconference and incorporated into air permit writers workshop	Office of Permitting and Compliance	N/A	Quarterly updates				
2.2 Identify, prioritize and implement continuous improvement projects	2.2.1 Conduct outreach to District Offices and other agencies for major Siting projects	Outreach conducted	Siting Coordination Office	N/A	June 2019				

Area-Specific Strategies from the Department of Economic Opportunity's 5-year Strategic Plan. See Appendix A.

<sup>2</sup> Objective (KPM) - What is to be achieved/measured?

<sup>3</sup> Action - What is to be done to achieve the objective?

<sup>4</sup> Key Performance Indicator (KPI) - What is the indicator/measure that the objective is being achieved?

<sup>5</sup> Baseline/Target - Current status or initial measurement and what is the performance target?

2.2 Identify, prioritize and implement continuous improvement projects	2.2.2 Maintain an auditing guide/ schedule for Florida's primary quality assurance organization	CY 2019 Auditing guide/schedule developed	Office of Air Monitoring	N/A	December 2018				
2.2 Identify, prioritize and implement continuous improvement projects	2.2.3 Implement Federal Reference Method (FRM) to Federal Equivalent Method (FEM) transition for PM <sub>2.5</sub> network	Complete transition to FEM through system/monitor upgrades in PM <sub>2.5</sub> network	Office of Air Monitoring	N/A	March 2019				
2.2 Identify, prioritize and implement continuous improvement projects	2.2.5 Develop Enterprise Self-Service Application flow automate compliance test notifications	Complete automation	Office of Permitting and Compliance	N/A	June 2019				
2.2 Identify, prioritize and implement continuous improvement projects	2.2.6 Develop Enterprise Self-Service Application flow for electronic submittal of Asphalt Plant Air General Permit	Complete application flow	Office of Permitting and Compliance	N/A	June 2019				

**3. Partner with communities and businesses to protect natural resources and promote economic growth**

**#1, 13, 17, 18, 19, 24, 25<sup>2</sup>**

Objective <sup>2</sup>	Action <sup>3</sup>	KPI <sup>4</sup>	Responsible Party	Baseline /Target <sup>5</sup>	Due Date	Q1	Q2	Q3	Q4
3.1 Implement regulatory changes to promote consistency, improve quality and enhance protections for the State's natural resources	3.1.1 Increase coordination with Florida Forest Service on open-burning related activities	Quarterly teleconferences and annual meeting between DEP and the Florida Forest Service	Office of Business Planning	N/A	Quarterly updates				

3.1 Implement regulatory changes to promote consistency, improve quality and enhance protections for the State's natural resources	3.1.2 Update, maintain, and submit to EPA for approval Quality Assurance Project Plans (QAPPs) consistent with recent Code of Federal Regulations and Quality Assurance Handbook changes/guidance	QAPPs submitted to EPA by deadline	Office of Air Monitoring	N/A	December 2018				
3.1 Implement regulatory changes to promote consistency, improve quality and enhance protections for the State's natural resources	3.1.3 Update, maintain, and submit to EPA for approval Standard Operating Procedures (SOPs) consistent with recent Code of Federal Regulations and Quality Assurance Handbook changes/guidance	SOPs submitted to EPA	Office of Air Monitoring	N/A	Quarterly updates				
3.1 Implement regulatory changes to promote consistency, improve quality and enhance protections for the State's natural resources	3.1.4 Give top priority to individual PSD air construction permits for new equipment and process expeditiously while continuing to develop smart, defensible permits	Average time to process for all applicable PSD permits over the 12-month state fiscal year below 75 days from a complete PSD permit application	Office of Permitting and Compliance	Average time to process for PSD permits: Within 75 days of receiving a complete application	Quarterly updates				
3.1 Implement regulatory changes to promote consistency, improve quality and enhance protections for the State's natural resources	3.1.5 Give top priority to individual air construction (AC) permits for new equipment and process expeditiously while continuing to develop smart, defensible permits	Average time to process for all applicable AC permits over the 12-month state fiscal year below 50 days	Office of Permitting and Compliance	Average time to process for AC permits: 50 days	Quarterly updates				

3.1 Implement regulatory changes to promote consistency, improve quality and enhance protections for the State's natural resources	3.1.6 Update, maintain, and submit to EPA for approval Florida's Air Monitoring Quality Management Plan (QMP) consistent with EPA quality assurance regulations and guidance	QMP submitted to EPA by federal program deadline	Office of Air Monitoring	N/A	June 2019				
3.1 Implement regulatory changes to promote consistency, improve quality and enhance protections for the State's natural resources	3.1.7 Close out FY 18-19 DERA Grant funding for Airport Ground Support Equipment projects	Disbursements for State FY 18-19 DERA program grant partners completed by June 2019	Office of Business Planning	N/A	Quarterly updates				
3.1 Implement regulatory changes to promote consistency, improve quality and enhance protections for the State's natural resources	3.1.8 Submit VW Mitigation Plan to the Trustee after completing public outreach and identify first round of VW projects	Mitigation Plan submitted to Trustee and project partners for first round of VW grant programs identified	Office of Business Planning	N/A	Quarterly updates				

<b>5. Empower employees to solve problems through innovation and efficiency</b>						<b>#1, 5, 13, 17, 18, 25<sup>1</sup></b>			
<b>Objective<sup>2</sup></b>	<b>Action<sup>3</sup></b>	<b>KPI<sup>4</sup></b>	<b>Responsible Party</b>	<b>Baseline / Target<sup>5</sup></b>	<b>Due Date</b>	<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>
5.1 Create a professional development culture by providing training,	5.1.1 Track individual employee training	Individual employee trainings tracked through	Office of Business Planning	N/A	Quarterly updates				

communicating tools and measuring success		Maestro and provided to Program Administrators quarterly							
5.1 Create a professional development culture by providing training, communicating tools and measuring success	5.1.2 Hold four training webinars for statewide air monitoring staff	Trainings held	Office of Air Monitoring	Four webinars per year	Quarterly updates				
5.1 Create a professional development culture by providing training, communicating tools and measuring success	5.1.3 Coordinate "Engage" training initiatives across regulatory Divisions at the Bob Martinez Center	Coordinated training initiatives implemented	Office of Business Planning	Two trainings per quarter	Quarterly updates				
5.1 Create a professional development culture by providing training, communicating tools and measuring success	5.1.4 Provide training and outreach for district offices and other agencies on the Siting process	Training events held and outreach calls conducted	Siting Coordination Office	Two trainings per year and outreach calls quarterly	Quarterly updates				
5.1 Create a professional development culture by providing training, communicating tools and measuring success	5.1.5 Provide training on the Division's IT tools, including AirCom, ARMS, EPSAP, etc.	Trainings held	Office of Permitting and Compliance	Four trainings per year	Quarterly updates				
5.1 Create a professional development culture by providing training, communicating tools and measuring success	5.1.6 Conduct quarterly fire and safety inspections of all DARM offices, require corrective actions, and document	Inspections conducted?	Director's Office	Quarterly inspections	Quarterly updates				

5.1 Create a professional development culture by providing training, communicating tools and measuring success	5.1.7 Develop permit writer training modules in Maestro	Permit writer training modules developed and integrated into Maestro	Office of Permitting and Compliance	At least one module developed per quarter	June 2019				
5.1 Create a professional development culture by providing training, communicating tools and measuring success	5.1.8 Develop AirCom training modules in Maestro	AirCom training modules developed and integrated into Maestro	Office of Permitting and Compliance	At least two modules developed during the year	June 2019				
5.1 Create a professional development culture by providing training, communicating tools and measuring success	5.1.9 Provide two in-person training events to statewide air monitoring staff	In-person training events held	Office of Air Monitoring	Two trainings per year	Quarterly updates				
5.2 Recruit and hire the best people	5.2.1 Provide HR hiring/recruitment training for managers	Training provided	Director's Office	Two trainings per year	December 2018 & June 2019				
5.2 Recruit and hire the best people	5.2.2 Maintain a succession plan for each office	Plan developed	Each Office	N/A	June 2019				
5.3 Reward top performers	5.3.1 Develop Rate Plan for employee promotions and merit increases in accordance with the Division's career pathing initiative and balance rate summary monthly	Rate Plan submitted to Secretary	Director's Office	N/A	Quarterly updates				

**6. Proactively communicate a clear and consistent message both internally and externally**

#1, 13, 18, 19, 25<sup>1</sup>

Objective <sup>2</sup>	Action <sup>3</sup>	KPI <sup>4</sup>	Responsible Party	Baseline / Target <sup>5</sup>	Due Date	Q1	Q2	Q3	Q4
6.1 Use appropriate, targeted tools to better communicate the state's restoration activities and successes to media, stakeholders and the general public	6.1.1 Develop educational and outreach materials, including specific to Clean Air Month (charts showing air trends, resources for schools in consultation with Florida Department of Education, videos)	Materials submitted to Communications Office for approval	Office of Business Planning	N/A	March 15, 2019				
6.1 Use appropriate, targeted tools to better communicate the state's restoration activities and successes to media, stakeholders and the general public	6.1.2 Conduct training for consultants and/or industry on permit applications	Training conducted	Office of Permitting and Compliance	N/A	June 2019				
6.1 Use appropriate, targeted tools to better communicate the state's restoration activities and successes to media, stakeholders and the general public	6.1.3 Conduct outreach and training to industry and consultants on new Enterprise Self-Service Application processes	Training and outreach conducted	Office of Permitting and Compliance	N/A	June 2019				
6.2 Create a consistent message which perpetuates the Department's	6.2.1 Reinforce Departmental values and priorities and employee	Monthly email sent	Director's Office	One per month	Quarterly updates				

vision and strategic goals	engagement through monthly emails								
6.2 Create a consistent message which perpetuates the Department's vision and strategic goals	6.2.2 Effective communication with the Deputy Secretary by submittal of the Business Plan, Professional Development Plan, Rate Plan, and LBR Plan	Plan submittal	Director's Office	N/A	Quarterly updates				
6.2 Create a consistent message which perpetuates the Department's vision and strategic goals	6.2.3 Conduct quarterly Business Plan Meetings and update initiatives. Hold annual Business Plan meeting to develop next year's objectives	Meetings conducted and plan updated	Director's Office	N/A	Quarterly updates				
6.2 Create a consistent message which perpetuates the Department's vision and strategic goals	6.2.4 Visit at least one District per quarter to ensure statewide quality and consistency	Visits conducted	Director's Office	N/A	Quarterly updates				
6.2 Create a consistent message which perpetuates the Department's vision and strategic goals	6.2.5 Make two contacts per month to identify ways to improve performance or customer service. For permitting, contact a professional or industry association and request time on their agenda for at least one meeting annually	Contacts made and meeting held	Director's Office	N/A	Quarterly updates				

6.2 Create a consistent message which perpetuates the Department's vision and strategic goals	6.2.6 Develop a succession plan for key positions and brief Deputy Secretary during Q2	Plan developed and briefed	Director's Office	N/A	Briefing during Quarter 2				
6.2 Create a consistent message which perpetuates the Department's vision and strategic goals	6.2.7 Target a minimum 5% recurring reduction of the Division's FY 18/19 operating expenditures; identify ways to invest savings and propose quarterly during a 1-on-1	Quarterly budget updates and year-end forecast	Director's Office	N/A	Quarterly updates				
6.2 Create a consistent message which perpetuates the Department's vision and strategic goals	6.2.8 Work with Communications Office to develop and implement an air-specific annual communications and outreach strategy	Quarterly conference calls to discuss plan implementation	Office of Business Planning	One per quarter	Quarterly updates				
6.2 Create a consistent message which perpetuates the Department's vision and strategic goals	6.2.9 Maintain and update the Division's VW and DERA webpages as project implementation commences	Update website after completion of major milestones	Office of Business Planning	As needed	Quarterly updates				

## MID AND LONG-TERM GOALS

### Midterm Goals (1-3 Years)

- Optimize the Division’s ambient air monitoring network by implementing particulate matter network changes, completing the transition from Florida Air Monitoring and Assessment System (FAMAS) to the Air Monitoring Validation Program (AirMVP), establishing a continuous audit process to increase data-for-record results and evaluating system configuration changes.
- Evaluate trends in air regulation and the need for additional meteorological and modeling expertise and develop a plan to address gaps.
- Assess further opportunities for optimization of Division activities and business systems.
- Continue to meet the Division’s Long-Range Program Plan goals:

Objective	Measure/ Outcome	Responsible Program	Baseline Year	Baseline	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Increase the time that monitored population will breathe good quality air.	Percent of time that population breathes good or moderate quality air: 99.1%.	Division	FY 2012	Standard = 99.1%  FY 2012 = 99.59%	99.73%	99.84%	99.84%	99.64%	
Decrease annual emissions of priority pollutants (nitrogen oxides, sulfur dioxide, carbon monoxide, volatile organic compounds).	Percent change in <i>pounds per capita</i> annual emissions compared with the level five years ago: 3.80%.	Division	CY 2007	NO <sub>x</sub> = 93.95  SO <sub>2</sub> = 48.48  CO = 711.27  VOCs = 112.14	<u>(CY 2013 Data)</u> NO <sub>x</sub> = <u>-18.83%</u>  SO <sub>2</sub> = <u>-51.70%</u>  CO = <u>-28.32%</u>  VOCs = <u>12.16%</u>	<u>(CY 2014 Data)</u> NO <sub>x</sub> = <u>-11.74%</u>  SO <sub>2</sub> = <u>-39.09%</u>  CO = <u>-28.13%</u>  VOCs = <u>11.58%</u>	<u>(CY 2015 Data)</u> NO <sub>x</sub> = <u>-10.00%</u>  SO <sub>2</sub> = <u>-38.48%</u>  CO = <u>-26.97%</u>  VOCs = <u>-10.77%</u>	<u>(CY 2016 Data)</u> NO <sub>x</sub> = <u>-21.12%</u>  SO <sub>2</sub> = <u>-33.03%</u>  CO = <u>-14.38%</u>  VOCs = <u>-6.70%</u>	

### Long-term Goals (3-5 Years)

- Implement meteorological and modeling needs plan.
- Implement remaining plans for optimization, including system configuration changes.
- Minimize the need for air regulation through effective partnerships, sound practices and innovative solutions.

## **SUCSESSES, ACHIEVEMENTS AND CONTINUOUS IMPROVEMENT**

- The American Lung Association's 2017 "State of the Air" report ranked air quality in 146 cities in 24 counties in Florida as among the cleanest in the nation.
- DEP's Air Program met or exceeded expectations in all Clean Air Act elements of EPA's Round 3 State Review Framework Audit.
- Florida was first in the nation to submit SO<sub>2</sub> Nonattainment Area State Implementation Plans.
- The Division performed 442 instrument calibrations, verifications and certifications, providing costs saving in excess of \$143,000 for Florida's air monitoring operations. This in-house service reduces recurring operational costs and allows for exceptional turnaround time, thus reducing equipment downtime and increasing data capture rates.
- More than \$1.2 million (6 percent) of the Division's appropriated budget was reverted as a result of efficiencies and strategic planning.
- The Division is projected to pass through Tag Fee revenue of \$8,827,093 to its eight approved Local Air Pollution Control Programs in fiscal year 2017-18. The county programs use Tag Fees for local air pollution control projects relating to the control of emissions from mobile sources, air toxics monitoring ambient air quality monitoring and facility inspections. This also means a newer and cleaner fleet of vehicles on the roads.
- In fiscal year 2017-18 the Division continued to invest in training for employees. Through this commitment, Division employees participated in more than 22 events focused on developing and enhancing their technical and professional skills.



# Florida Strategic Plan for Economic Development

(V20.1, [www.floridajobs.org/FL5yrPlan](http://www.floridajobs.org/FL5yrPlan))

## At-A-Glance

- Vision** ○ Florida will have the nation's top performing economy and be recognized as the world's best place to live, learn, play, work, and do business.
- Goals**
- Lead the nation in global competitiveness as a location for business, investment, talent, innovation, and visitors.
  - Lead the nation in economic growth and prosperity.
  - Lead the nation in quality of life.
- Objectives**
- Improve and sustain employment in Florida.
  - Expand global commerce.
  - Foster opportunities for prosperity.
  - Increase Florida's attractiveness to workers, residents, and visitors.
  - Grow businesses.

### Cross-Cutting Strategies

1. Strengthen collaboration and alignment among state, regional, and local entities toward the state's economic vision.
2. Develop and implement a statewide strategy to develop regional talent and innovation clusters using global best practices.
3. Strengthen Florida's economic regions and connect resources across regions to build Florida as a globally competitive megaregion.
4. Position Florida as a global hub for trade, visitors, talent, innovation, and investment.

### Area-Specific Strategies

Talent Supply & Education	Innovation & Economic Development	Infrastructure & Growth Leadership	Business Climate & Competitiveness	Civic & Governance Systems	Quality of Life & Quality Places
<p>5. Align education and workforce development programs to foster employment opportunities and develop and retain talented workers with the skills to meet current and future employer needs.</p> <p>6. Develop an integrated pre-K through career education system to prepare students for becoming successful workers or entrepreneurs.</p> <p>7. Lead the nation in science, technology, engineering, and mathematics (STEM) research, education, and market-relevant technical skills.</p> <p>8. Expand access to education and training programs for talent in distressed markets.</p>	<p>9. Strengthen Florida's leadership in expanding and emerging talent and innovation clusters and transitioning established clusters to serve new markets.</p> <p>10. Grow, sustain, and integrate efforts related to research and development, technology transfer and commercialization, and capital to create, nurture, and expand innovation businesses.</p> <p>11. Expand the number of Florida businesses selling goods and services internationally, and diversify the markets they serve.</p> <p>12. Brand and consistently market Florida as the best state for business.</p>	<p>13. Coordinate decision-making and investments for economic development, land use, transportation, infrastructure, housing, water, energy, natural resources, workforce, and community development at the statewide, regional, and local levels.</p> <p>14. Develop and maintain multimodal, interconnected trade and transportation systems to support a prosperous, globally competitive economy.</p> <p>15. Develop and maintain a cutting-edge telecommunications infrastructure.</p> <p>16. Ensure the future supply and quality of water to meet Florida's economic and quality of life goals.</p> <p>17. Develop and maintain diverse, reliable, and cost effective energy sources and systems to meet Florida's economic and environmental goals.</p>	<p>18. Revise permitting, development, and other regulatory processes to meet changing business needs and provide a predictable legal and regulatory environment.</p> <p>19. Ensure state, regional, and local agencies provide collaborative, seamless, consistent, and timely customer service to businesses and workers.</p> <p>20. Reduce barriers to small/minority business and entrepreneurial growth.</p> <p>21. Expand opportunities for access to capital for businesses throughout their life-cycle.</p> <p>22. Work with industry to ensure property and health insurance rates are competitive with other large states.</p> <p>23. Develop a government revenue structure that encourages business growth and development.</p>	<p>24. Support and sustain statewide and regional partnerships to accomplish Florida's economic and quality of life goals.</p> <p>25. Improve the efficiency and effectiveness of government agencies at all levels.</p> <p>26. Invest in strategic statewide and regional economic development priorities.</p>	<p>27. Create and sustain vibrant, safe, and healthy communities that attract workers, residents, businesses, and visitors.</p> <p>28. Ensure Florida's environment and quality of life are sustained and enhanced by future growth plans and development decisions.</p> <p>29. Promote, develop, protect, and leverage Florida's natural, art, and cultural assets in a sustainable manner.</p>

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