

## **Professional Experience**

### **San Diego County Air Pollution Control District - San Diego, CA**

#### **Air Pollution Control Officer, April 2008 to present**

Acting under the direction of the five-member San Diego County Air Pollution Control Board, manages the Air Pollution Control District and administer its programs to attain and maintain federal and state air quality standards within the geographic boundaries of San Diego County. Responsible for directing the agency's activities and managing a staff of 150 and a budget of \$73.4 million. Represent the district before the Air Pollution District Board, other agencies, the regulated community, in public forums, the mass media, and the state legislature.

#### **Achievements**

- Reorganized the Compliance Division to improve inspector efficiency.
- Created a Mobile Source Inspection Program for on-road and off road vehicles and equipment.
- Reduced complaint response time to provide telephone responses to complainants within minutes of receiving a complaint. Inspectors also make same-day site visits at least 90% of the time.
- Provide numerous educational opportunities and programs for businesses, including cost-free classroom training, online videos, compliance advisories, and one-on-one individualized assistance at their place of business.
- Increased ambient air quality monitoring data coverage to 98% of the available hours (75% is federally mandated).
- Improved Hearing Board presentations by creating well thought out position papers and presenting them to the Hearing Board.
- Created a Deputy Director position to provide closer oversight of the planning activities and air resources strategy development, mobile incentives, and the business services divisions.
- Improved media relations by providing ready access to media-trained district staff.
- Developed and implemented the Blue Sky Achievement Awards for businesses. Each year this award recognizes a small, medium, and large business, each of whom have demonstrated exemplary performance in complying with air pollution regulations and in reducing their emissions of air pollutants.
- Provided more than \$100 million in mobile source emission reduction grants from 2008 to the present time.
- Currently implementing extensive, ground-level, air monitoring in the Portside Environmental Justice Neighborhoods as funded by the state under AB 617, the Community Air Protection Program. The APCD leads the state in this program and is undertaking emissions reductions efforts that will improve air quality.

#### **Awards**

- American Lung Association of San Diego Leadership Award of 2018

## **Maricopa County Air Quality Department - Phoenix, AZ, March 2005 to April 2008**

### **Director – Air Pollution Control Officer**

Responsible for managing the newly created Air Quality Department with a staff of 100 in eleven divisions and a 23 million dollar budget. Represented the department as the air pollution control officer in the media, before the Maricopa County Board of Supervisors, and at the Arizona State Legislature as a registered county lobbyist. Organized and staffed the new department, corrected multiple deficiencies identified in a 2004 EPA Title V permitting program audit of the former agency, and improved departmental functions in order to fulfill all legal mandates.

### Achievements

- Restructured and enlarged the Dust and Stationary Source Compliance Divisions to ensure State Implementation Plan commitments were fulfilled, to provide cross-training for inspectors, and to make certain all source categories received timely inspections.
- Reorganized the Enforcement Division (penalty settlements division) and increased staffing to improve the timeliness of settlements and reduce case backlog from three years to one year. Included supplemental environmental projects as settlement components and collected record penalties of \$5.3 million in 2007.
- Implemented an enhanced Business Outreach Program by providing monthly brown bag seminars, dust control training classes for the construction industry, on-demand compliance training for businesses, and one-on-one assistance with permit applications and compliance issues.
- Created the annual Blue Sky Innovation Award to recognize businesses for exemplary environmental performance.
- Developed the monthly Inspectors' Honor Role where inspector-nominated businesses and individuals received recognition from the Chairman of the Board of Supervisors.
- Implemented extensive community outreach via town hall meetings, stakeholder forums, and agency participation in multiple business and community groups.
- Obtained \$1.2 million in funding to develop and build an air monitoring van with source testing and ambient air monitoring capabilities, including meteorological backtracking of air pollutants to their emission point.
- Substantially improved employee satisfaction scores through frequent meetings with staff, one-on-one brown bag lunch sessions with the director, and providing a variety of opportunities and challenges for staff.
- Resolved a federal Notice of Deficiency for the Title V permitting program well before the deadline.
- Worked with the Arizona State Legislature to pass SB 1552 in 2007. This was the first major air quality legislation passed in over a decade and it was designed to reduce PM-10 and ozone levels.
- Created the highly successful *Bring Back Blue* and *Running Out of Air* media campaigns to inform the public about PM-10 problems and how they could help to reduce the emissions of that air pollutant.
- Developed the [BringBackBlue.org](http://BringBackBlue.org) and [RunningOutofAir.org](http://RunningOutofAir.org) websites.

### Awards

- American Lung Association of Arizona 2006 Clean Air Award
- US EPA 2007 Environmental Award for Outstanding Achievement
- 2007 Telly Award for the *Bring Back Blue* television campaign

## **San Joaquin Valley Air Pollution Control District - Fresno, CA, October 1992 to March 2005**

### **Director of Compliance**

As the agency's first Director of Compliance, I created and managed the Compliance Division for that new agency. Developed and administered a \$7.3 million budget and directed the activities of 91 staff in three regional offices. Enforced federal, state and local air pollution laws and regulations in eight counties encompassing 25,000 square miles and nearly 8,000 regulated businesses. Represented the agency before its governing board, three hearing boards, the State of California Legislature, other agencies, the media, industry groups, and in settlement negotiations.

### Achievements

- Designed and implemented a comprehensive compliance and enforcement program.
- Developed policies, procedures and a standardized staff training program for the Compliance Division.
- Worked to create three regional Hearing Boards through state legislation.
  - Formed a Hearing Board specialty group for case research, development and presentations.
  - Personally prepared and presented cases to the hearing boards and court-appointed arbitrators.
- Created a valley-wide automated agricultural burn permitting and smoke management system.
- Established a Mutual Settlement Program for violation resolution.
- Founded a comprehensive Compliance Assistance Program (COMPASS) that provided:
  - Compliance assistance bulletins, informational pamphlets, and testing reminders.
  - Self-audit and inspection programs.
- Provided training opportunities for businesses including:
  - One-on-one consultations.
  - Compliance school.
  - Gasoline station tester training.
  - State-approved, cost-free dry cleaner certification classes.
- Developed and implemented innovative emissions monitoring programs:
  - Automated remote monitoring of Continuous Emissions Monitoring data at 71 stationary sources.
  - Designed and implemented a testing program for illegal contaminants in agricultural waste with hand held x-ray fluorescence analyzers.
  - Built two advanced mobile air monitoring vans with source emissions testing and ambient air monitoring capabilities.
  - Designed and implemented innovative exhaust gas testing at stationary sources utilizing portable exhaust gas analyzers in a first of its kind in the nation, EPA approved, program.
- Developed the air quality colored "Flag Program" program in partnership with the American Lung Association of Fresno, the first of its kind nationwide.
- Earned excellent reviews in audits of the Compliance Division conducted by the California Air Resources Board in 1993 and 2003, the 1 year and 10 year anniversaries, respectively, of the agency.
- Created the "Rodney Swartzendruber Annual Outstanding Inspector Award" (2003).
  - This is an ongoing statewide program hosted by the California Air Pollution Control Officers' Association that recognizes up to three outstanding inspectors each year. This is in memory of Mr. Swartzendruber, an inspector who was killed on the job.

## **Bay Area Air Quality Management District - San Francisco, CA, August 1990 to October 1992**

### **Supervising Air Quality Inspector**

Supervised 7 inspectors in the gasoline vapor recovery program and 7 in the asbestos program (as a backup supervisor). Provided leadership in enforcing regulations, conducted training classes for inspectors and evaluated inspector performance. Represented the district before its hearing board, other agencies, the public, and in presentations to industry.

#### Achievements

- Reorganized the gasoline vapor recovery inspection program, improving staff training and efficiency, and gasoline station compliance rates.
- Updated and created vapor recovery program policies, procedures and inspection guidelines.
- Developed the first ever paperless field inspection program for gasoline dispensing facilities utilizing early touch pad tablet computers with memory cards.

## **Bay Area Air Quality Management District - San Francisco, CA, November 1981 to October 1987 and October 1988 to August 1990**

### **Air Quality Inspector II**

Enforced federal, state, and local air quality regulations by conducting inspections of various stationary sources of air pollutants and agricultural operations within the agency's nine county jurisdiction.

Performed as a lead inspector and provided training for new inspectors for the agency and the EPA.

Developed extensive inspection knowledge and experience in petroleum refining, chemical manufacturing, industrial sources, asbestos abatement, agricultural burning, and gasoline vapor recovery.

#### Achievements

- Successfully intervened in numerous public nuisance cases which resulted in their mitigation.

## **Bay Area Air Quality Management District - San Francisco, CA, October 1987 to October 1988**

### **Information Officer II**

Agency public information officer representing the agency before the media and the public. Gave informational presentations about air quality to schools, professional organizations, civic groups, and others. Editor of *Air Currents*, a four-page monthly agency publication.

#### Achievements

- Created an educational slide show and display boards.
- Broadened the appeal of *Air Currents* by contributing original articles and photographs that explained technical topics to the layperson.
- Developed and published informational pamphlets about asbestos, variances, Notices of violation, and revised the Agency's Air Quality Handbook.
- Implemented the use of Adobe Pagemaker to create and format *Air Currents*, enabling the agency to provide print-ready files to the commercial print shop.

**Alameda County Division of Environmental Health – Oakland, CA, January 1980 to November 1981**

**Sanitarian (trainee)**

Conducted inspections of food-handling facilities, private potable water and sewer systems, and public bathing facilities. Participated in facility plan review, coordinated the inspection activities of the consumer protection program which included Truth in Menu, meat testing, and the alcoholic beverage quality assurance programs. Worked on several food borne illness investigations pertaining to incidents of salmonella and hepatitis A. Taught food handling classes to Oakland Public Schools food service workers.

**La Cheim School, Inc., Richmond, CA, September 1979 to January 1980**

**Teacher, Special Education**

Teacher and counselor for senior students in an alternative high school for learning disabled, emotionally disturbed, and legally challenged (probationary) adolescents who were unsuitable for public schools. Taught mathematics, science, English, government, and job skills.

**Saint Rita School, Fairfax, CA, January 1979 to June 1979**

**Teacher**

Taught seventh and eighth grade mathematics, science, English and creative writing in a parochial school. Participated in the Marin County Creative Writing Program. Taught eight classes per day.

**Marin County Schools, CA, September 1978 to January 1979**

**Substitute Teacher**

Substitute teacher in junior and senior high schools. Subject areas included mathematics, physics, chemistry, biology and industrial arts.

**Patrick Henry High School, San Diego Unified School District, November 1977 to June 1978**

**Teacher**

Long-term substitute teacher for grades ten through twelve. Subject area was general biology with laboratory, five periods per day (including evening continuation school).

**COMMUNITY LEADERSHIP**

**City of Hercules, CA, February 1989 to December 1992**

**Planning Commissioner**

Appointed by the city council and served two, two-year terms with one year each as vice chair and chairperson. Reviewed proposed projects and development within the city; Conducted evaluations of environmental impact reports. Provided recommendations for general plan amendments. Presided over commission meetings and public hearings. Reviewed the city budget as it pertained to priorities for capital improvement projects. Worked collaboratively with the Hercules City Council, city staff, the public, and other agencies.

## **City of Hercules, CA, January 1992 to December 1992**

### **Land Use Element Planning Committee Member**

Member of a community panel appointed by the city council. Charged with reviewing and recommending changes to the land use element of the city's general plan. The goal was to develop a land use element that would encourage business growth and yet maintain the quality of life for the city's residents.

## **Bay Area Air Quality Management District Employees' Association, 1984 to 1992**

### **Negotiator**

Member of the Employee Association's negotiation team for nine years. Chaired the team from 1987 to 1992. Researched and developed wage and benefit proposals. Co-authored the Memorandum of Understanding used by the air district and the association. Successes include securing increased levels of educational reimbursement of \$10,000 per year per employee. This included reimbursement for classes outside of their job classifications in order to promote employee growth and career opportunities (for example, a clerk could take math, science and engineering classes). Additionally, I negotiated increases in the value of employer transit pass reimbursements in order to fully cover the costs for monthly BART and bus passes.

## **EDUCATION**

Bachelor of Arts in Physical Science and Biology • 1975 • San Diego State University

California Teaching Credential • 1977 • SDSU & United States International University (now Alliant Univ.)

Masters Coursework in Environmental Management • 1980-81 • University of San Francisco

Certificate in Hazardous Materials Management • 1986 • University of California at Davis

## **PROFESSIONAL AFFILIATIONS**

American Lung Association (1992 to present)

California Air Pollution Control Officers Association:

Board Member (2008 to Present)

Enforcement Managers Committee, member & vice chair (1992 to 2005)

Gasoline Vapor Recovery Committee, member & chair (1994 to 2005)

Model Automotive Coating Rule Committee, member & chair (2002)

Model Notice to Comply Rule Committee, member & chair (1996 to 1997)

National Association of Clean Air Agencies (2005 to present)

Maricopa County Asthma Coalition (2005 to 2008)

Valley Forward Association (2005 to 2008)

Arizona Strategic Environmental Alliance (2005 to 2008)

South Phoenix Industry Challenge – Good Neighbor Partnership (2005 to 2008)