Executive Name and ID: Nam, Edward K. (00022629) Appraisal Period: 12/12/16–9/30/17

**Part 7: Executive's Accomplishment Narrative** Executive must provide narrative for all Critical Elements within the 2 pages provided. Calibri 10 font required.

**Critical Element 1, Leading Change**

- Initiated new intra-division "Sector Partnerships" effort to help businesses reduce their emissions and comply with regulations, while saving money, reducing regulatory reporting requirements, and improving their reputation. Targeting sectors, such as asphalt plants, sterilizers, scrapyards, nail salons, and degreasers.
- Conducted 2 national Leak Detection and Repair trainings for RCRA inspectors and assisted LCD in meeting ACS commitments.
- Developed national guidance for SO2 implementation and coordinated designation activities as sub-lead for the nation.

**Critical Element 2, Leading People**

- Developed a new recruitment strategy involving on-campus recruiting at local universities, paired with the hiring of Pathways Interns who are 6 months from graduation. This enabled a diversification of the candidate pool for new hires.
- Onboarded 13 diverse new employees, including assigning them technical mentors and forming NEO2 group (see HPO). ARD used multiple recruiting methods to create many robust lists of candidates from the Shared Service Center. After selecting for our positions, we created a SharePoint site to make other outstanding candidates available to other divisions. Ultimately, many promising new hires within Region 5 were brought in through ARD-generated lists.
- Provided opportunities for 5 supervisory details, and numerous other collateral duty assignments and training events.
- Initiated regular management meetings, quarterly all-hands meetings, and lunches to increase accessibility and communication.
- Initiated inter-division networking events to encourage more inter-division coordination, innovation, and improve morale.
- Handled personnel issues and more directly managed staff underperformance.

**Critical Element 3, Business Acumen**

- Managed $40,209,712 in air grants to states, tribes, local governments, and non-profit entities, including securing over $3.5 million in funding for diesel retrofits.
- Developed alternative allocation method for Region 5's $6.15 million PM2.5 funding to better reflects the current network and technologies, and provides more effective and flexible support for monitoring activities.
- Upgraded and enhanced the capabilities of the Geospatial Measurement of Air Pollution (GMAP) system; conducted 11 enforcement campaigns, including two in other regions, as well as three research/collaborative campaigns.
- Utilized applications to increase effectiveness and efficiency, including SharePoint for the electronic routing and sign-off of Federal Register notices, Story Map to track and advance community efforts, and Qlik to evaluate grants and track ozone concentrations.
- Effectively utilized 5 small grants ($25,000 each) to leverage significant work from local and regional partner organizations on promoting clean energy.
- Worked with Illinois and Wisconsin to use their PM2.5 air monitoring 103 grant funds more effectively, and increased the data provided from their network of air quality monitors.

**Critical Element 4, Building Coalitions**

- Developed a national training manual for new air permit program staff.
- Strengthened relationships with state Small Business Environmental Assistance Programs through collaboration on outreach to degreasers and electroplaters, and awarded grant to the Vietnamese Association of Illinois to address nail salon indoor air quality.
- Advanced energy efficiency in the industrial and commercial sectors through alliances with the Metropolitan Mayor's Caucus, Elevate Energy, American Sustainable Business Council, Midwest Energy Efficiency Alliance, and several utilities.
- Supported tribes by providing technical support, equipment loans, and consultation on important regulatory actions, and by granting Clean Air Act authorities to two tribes; served as national sub-lead for tribal programs.
- Wrote and finalized three Part 70 permits on behalf of Illinois EPA to help them reduce their backlog.
- Coordinated with MPCA to commit to reducing long-term Title V permit backlog. Conducting a pilot project with MPCA to help reduce its Title V backlog.
- Conducted air program planning interactions with all six R5 state senior management teams and reinitiated face to face meetings with two states/year to enhance coordination, communication and customer focus.
- Created team of community liaisons who recruit and provide customized services to city governments, tribes, NGOs, and states.
- Selected three cities with differing levels of needs as ARD EJ focus communities, implementing projects in East Saint Louis, Dayton, and Kalamazoo that will result in cleaner air, stronger permits, and increased environmental/health awareness.
- Interviewed 9 Air Directors in 9 regions to develop ties and understand cultural differences, and initiated regular meetings with Region 4 Air Division Director.
- Visited HQ (OAQPS) to develop personal ties with National Program Managers.

**Critical Element 5, Results Driven**

- Issued 120-day letters to R5 states and 2 tribes for Round 3 $SO_2$ designations, proposing 6 areas as nonattainment.
- Redesignated 10 areas (affecting 8.0 million people) to attainment of health-based air quality standards for lead, ozone, sulfur dioxide, and particulate matter resulting in more redesignations than the rest of the country combined (10 of 19).
- Assisted and impacted 80 state-issued permits through permit review and issued 9 federal permits.

Resolved issues on Taconite FIP for 7 of 9 facilities via settlement agreement.

- Initiated new regional Leak Detection and Repair enforcement initiative and found violations at 75% of facilities inspected. Also trained the RCRA inspectors on how to conduct LDAR inspections in preparation for their new NEI.
- Negotiated stipulated order with S.H. Bell in Chicago, IL (after the company failed to respond to an Information Request) that requires installation of ambient monitors that report data to EPA, which we then post on a site-specific public website.
- Secured an agreement via consent decree with S.H. Bell in East Liverpool, Ohio to reduce emissions, through physical changes and ambient monitoring, of the hazardous metal manganese that was causing an imminent and substantial endangerment to the community by exceeding ATSDR's chronic health-based standard.
- Settled violations at Maynard Steel Casting Company, at request of WDNR, which will reduce particulate matter and manganese by 560,000 lbs./yr. through control improvement. The settlement team developed a night-time opacity monitoring procedure using digital opacity cameras, the first monitoring requirement of its kind in the country.
- Discovered industry-wide noncompliance with landfill regulations, and addressed substantial odor issues at Arbor Hills Landfill in Northville, MI by securing agreement with owner to install $2 million in improvements to gas collection and control systems.

***Performance Requirement 1,* Maintain a vigorous and productive compliance program:**

- Concluded CAA enforcement actions that will reduce over 24.4 million lbs/yr of emissions, resulting in an estimated 70 to 150 saved lives and 9,000 fewer lost work days.
- Carried out 188 actions providing general or site-specific compliance assistance.
- Obtained over $87.5 million in injunctive relief, representing over 77% of the costs of stationary source complying actions from the nation's air settlements.

***Performance Requirement 2,* Maintain SIP backlog at zero** (excluding those pending HQ action):

- Published 32 SIPs, exceeding target of 22 by 45%. Reduced SIP backlog to 13 SIPs, the second-lowest backlog in the nation and approximately 4% of the national total.

***Performance Requirement 3,* Maintain Title V permit backlog levels with states:**

- Maintained Region-wide Title V permit backlog at 16.

***Performance Requirement 4,* Issue significant Title V permits:**

- Renewed the expired Title V permit for the Veolia hazardous waste incinerator in Sauget, Illinois, fulfilling federal legal obligations under a 2006 court ruling.
- Coordinated with IEPA to issue 5 of 13 long-delayed Title V permits for coal-fired power plants in Illinois.

***Performance Requirement 5,* Produce visible results in disproportionately impacted communities:**

- Obtained $6 Million in injunctive relief from administrative settlements in disproportionately impacted communities which will reduce more than 13 million pounds of pollution per year when fully implemented.
- Reduced 1,300 lbs of VOCs and 390 pounds of HAPs in one year through material substitution at 9 degreasers in Duluth, MN.
- Protected children by identifying and removing asthma triggers at 25 schools and 33 childcare facilities in Milwaukee area, and by removing materials that appeared to contain asbestos and identifying indoor air quality issues at 4 schools in Gary, Indiana.

***Performance Requirement 6,* Carry out proactive monitoring and control (formerly NextGen) activities:**

- Designed and implemented highly successful webinar and forum for 200+ state permit writers on writing tools and principles.
- Developed best practice tools for compliance measures and fugitive dust plans in state permits, resulting in tighter permit conditions in these areas. Worked closely with facilities and state agencies to include IR camera as an alternative monitoring option to Reference Method 21 in 2 state-issued permits.
- Settled numerous CAA violations, including monitoring, e.g. required Mesabi Nugget Delaware (one of the largest mercury emitters in R5), via joint consent decree with MPCA, to install new controls and mercury sorbent trap continuous monitors.

***Performance Requirement 7,* Have ARD function as an HPO:**

- Launched NEO2, ARD's new employee organization, to help new staff quickly become well-informed, productive members of the division, while fostering leadership, learning, networking, and volunteer opportunities.
- Designed a follow-up questionnaire, as part of the ARD EVS Workgroup, to gain further insights in areas identified for improvement in ARD's Employee Viewpoint Survey results, and implemented recommendations.
- EVS scores for ARD increased by an average of 7.6% (questions 1-71)

***PR 8,* Implement effective state oversight and capacity-building programs to ensure all monitoring QA/QC requirements are met:**

- Completed 7 technical system audits, 3 quality management plans; closed out 5 previously conducted TSAs, reviewed 14 quality assurance project plans, and 3 quality management plans.
- Facilitated 2-day air monitoring quality assurance meeting with state and local agencies.

***Performance Requirement 9,* Recruit partners to ENERGY STAR and achieve energy savings:**

- Recruited 33 plants in R5, most notably 2 Atkore and 17 Fiat-Chrysler plants, for the ENERGY STAR Challenge for Industry.