

**Minutes
Regular Meeting
of the
Louisville Metro Air Pollution Control Board
February 19, 2014**

A regular meeting of the Louisville Metro Air Pollution Control Board was called to order on February 19, 2014, at 10:10 a.m. in the Board Room of the Louisville Metro Air Pollution Control District, 850 Barret Avenue, Louisville, Kentucky, by the Chairman, Dr. Robert Powell. Other Board members present were Mr. Ron Thomas, Ms. Bonnie Biemer, and Ms. Kathy Matheny. A quorum was present.

The following Louisville Metro Air Pollution Control District staff members were present: Keith Talley Sr., Rachael Hamilton, Paul Aud, Thomas Nord, Terri Phelps, Eva Addison, Michelle King, Matt King, Steven Gravatte, Craig Butler, Shannon Hosey, Emily Tyler, Rick Williams, Virginia Rhodes, Sandra Vaughn, Karen Thorne, Dustin Gohs, Dee Lynch, Nick Hart, D.J. Fountain, Colette McConville, and Monica Little. Also present were Assistant County Attorney Stacy Fritze Dott, and County Attorney staff member Tammy Brown.

The following guests were present: Paul Bowe, Marcus Paint Co.; Bhanu Calvert, DuPont; Tim Corrigan, GLI; Brad Dillon, Bingham Greenebaum Doll LLP; Barbara Hall, Ford-Kentucky Truck Plant; Darlene Horton, Cane Run Elementary; Greg Long, Ford-Louisville Assembly Plant; Erica Peterson, WFPL; Sarah Scheetz, LG&E and KU Energy, LLC; and Jeanette Turnipseed.

Public Recognitions

Mr. Keith Talley, Director, presented a Clean Air Champion Award to Darleen Horton, the Environmental Studies teacher at Cane Run Elementary School. Ms. Horton teaches students in all grade levels on the importance of environmental sustainability.

Approval of Minutes

The minutes of the regular Board meeting held on January 15, 2014, were approved as written.

New Business

A. Agreed Board Order with BAE Systems Land and Armaments, L.P.

Mr. Phelps, Enforcement Manager, said the District recommended that the Board adopt the Agreed Board Order with BAE Systems Land and Armaments, L.P., as proposed.

Motion: Ms. Biemer moved to adopt the Agreed Board Order with BAE Systems Land and Armaments, L.P., as proposed, and the motion was seconded.

The motion passed unanimously.

B. Dr. Powell announced that Keith H. Talley, Sr., was officially sworn in as the District's Director on January 30, 2014, by Mayor Greg Fischer.

Staff Reports

A. Director

Mr. Talley, Director, presented a report to the Board on the status of the District's re-organization process. The full report is attached to the minutes at the Chairman's request.

B. Air Quality Data

Dr. Powell noted that Inter-Mountain Labs provided the PM_{2.5} data in the air quality report.

The air quality monitoring report was submitted for filing. A copy is attached to the original minutes.

C. Enforcement Status Report

The enforcement report was submitted for filing. A copy is attached to the original minutes.

D. Excess Emission Event Report

The January 2014 Excess Emission Event Report was submitted for filing. A copy is attached to the original minutes.

Next Meeting

The next regular Board meeting is scheduled Wednesday, March 19, 2014, at 10:00 a.m.

Adjourn

The meeting was adjourned at 10:30 a.m.

Robert W. Powell, M.D.
Chairman

Rachael Hamilton
Secretary-Treasurer

Keith Talley Sr.

Director's Report – February 19, 2014

As you know, APCD announced it would begin a reorg following the completion of the two independent reviews requested by Mayor Fischer. These reviews evaluated the Districts air monitoring section and, separately, its management structure. (The reviews are available on the District's website under "Hot Topics.")

We have begun the reorg process, but we are still working out some of the details with Human Resources. This is not a process that will be completed overnight. It requires that we be thoughtful and strategic in the decisions that we make.

Because of the deliberateness of this process and the decisions regarding the process that still need to be made, we do not have a complete organizational chart at this time. It will be posted to the APCD website when finalized.

However, that is not what I wanted to speak to you about today. Not a discussion about the nuts and bolts of the reorg; not about positions or organizational structure. Ultimately, those are not the things that will take this agency to where it needs to be, to where we want it to be, or to where it will be.

And, just to be clear, where "that" is ... is a place where the District will be efficient, productive and trusted. A place where the quality of our data, the timeliness and thoroughness of our permits, the integrity of our compliance and enforcement actions, and our educational and outreach programs will work in seamless unison to accomplish the mission of the agency. (Please don't misinterpret what I have said. We already work hard every day to do these things. We will simply work harder and smarter so that we improve at them each and every day.)

Just to refresh everyone, let me read our mission:

"The Air Pollution Control District protects air quality in Louisville Metro to ensure healthy air for breathing, economic security and prosperity for our citizens and for future generations."

Now, let me tell you why I said it is not about positions and organizational structure: I believe that our success will not be determined solely by these things or by changes to them.

There is a quote attributed to Bob Knight, the former IU Basketball coach with anger control issues, who said:

"We talk in coaching about "winners" – kids ... who just will not allow themselves or their team to lose. Coaches call that a will to win. I don't. I think that puts the emphasis in the wrong place. Everybody has a will to win. What is far more important is having the WILL TO PREPARE TO WIN."

What happened to this agency that led to the bad audits wasn't because someone here didn't have the will or the desire to do a good job. I believe everybody that works here wants and wanted the agency to be successful and personally to do a good job.

What I think we lost sight of was all the things, the preparation if you will, that is required for that success to take place.

Well, lack of preparation will not be an issue going forward.

So, please, allow me just a few more minutes of your time to briefly outline those things that make up the preparation required to take this agency to the level and to the quality of work that you expect and

the community deserves. This obviously is not an all-inclusive list but one that hits to the heart of those things I consider crucial going forward:

- 1) Attitude and Culture:
 - Create a culture of continuous improvement
 - Strive every day to do your job better than the day before
 - To have a culture of singular focus to accomplish the mission of this agency

- 2) Teamwork:
 - Have a sense of oneness (no silos)
 - An understanding that no one job or department or function is more important than another
 - A realization that no one will be successful if we are not all successful
 - A team in the truest sense of the word

- 3) Accountability:
 - Know that we will all be held accountable for the work that we do
 - Know that we will hold one another accountable for the work that they do.
 - Have an understanding that accountability should not be seen as a burden, but, as motivation to always do your job to the best of your ability because others are depending on you.

- 4) Oversight:
 - Appropriate management oversight
 - Internal checks and balances
 - Oversight that starts with and includes the Director and senior management. We must be held accountable in the same way as everyone else.

- 5) Training:
 - Appropriate
 - Timely
 - Consistent
 - And continuous.

These are the things that we will incorporate into our daily work lives. These are the things that will help us make the improvements we know are necessary. These are the things that will take the agency to where we all want it be; where it should be.

These things will be our mission as employees to ensure the District achieves its Mission.

Thanks for your time. As a final note, these remarks are the result of my conversations with senior staff and other APCD staff.