

King  
County



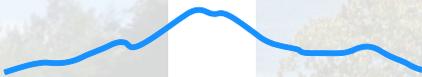
Pierce  
County



# Strategic Plan

2014 - 2020

Clean healthy air for  
everyone, everywhere,  
all the time.

  
**pscleanair.org**  
Puget Sound Clean Air Agency

Snohomish  
County



Kitsap  
County



## How we'll use this plan

This plan outlines our goals and objectives, our strategies to achieve them, and targets to help gauge our progress. We also describe how we'll ensure that as an agency, we have what it takes to get the job done. For each goal and supporting objective, we've set ambitious yet attainable targets. Some targets are about the overall quality of our air as influenced by many factors, while others relate to specific agency actions. Each year we'll evaluate our accomplishments and seek input from key stakeholders. We'll also consider emerging challenges, adjust our plan as appropriate, and update our Board of Directors.



# Table of Contents

<b>Our message to you</b> .....	<b>1</b>
<b>About us</b> .....	<b>2</b>
<b>Long-term vision</b> .....	<b>4</b>

## Goal One

<b>Protect public health and the environment from air pollution</b> .....	<b>6</b>
Meet National Ambient Air Quality Standards.....	8
Reduce transportation emissions, especially diesel particulate, in highly impacted locations.....	9
Reduce emissions and exposures from wood smoke and outdoor burning.....	11
Prevent, reduce and control emissions and exposure from significant stationary sources of air pollution.....	13
Characterize and communicate air quality throughout the region, with the active participation of the public.....	15
Reduce inequities in air pollution exposure.....	17

## Goal Two

<b>Become the most climate-friendly region in the United States</b> .....	<b>20</b>
Reduce emissions of greenhouse gases from transportation.....	21

## Excellence in Action

<b>Employ the best people, policies, and practices to achieve our work</b> ....	<b>24</b>
Attract, retain and inspire exceptional staff.....	25
Develop a culture that integrates environmental justice and equity principles into our day-to-day work and decisions.....	26
Engage in meaningful dialogue and outreach with all sectors of the public.....	27
Build the agency's long-term financial strength and ensure accountability.....	28
Be a model of environmental sustainability.....	29

# Our Message To You

**As your Clean Air Agency, we work every day to protect public health, improve neighborhood air quality and reduce greenhouse gases to preserve our climate for you and future generations. Over the next seven years, we commit to:**

## **Defend the future**

We can assure a healthier future for ourselves and future generations by doing more to help our region address climate change. Because most of our climate pollution comes from cars, trucks and other vehicles, we will concentrate on programs that promote cleaner fuels, vehicles and transportation options. These efforts also reduce other air pollutants, so we'll be protecting everyone living here now while we work for those yet to come.

## **Protect you from air pollution**

We will target our work in highly impacted communities where pollution levels pose the greatest risk, and reduce impacts in neighborhoods near roadways or affected by wood smoke.

## **Tell you what's in the air you are breathing**

We'll help you understand what's in the air by strengthening our knowledge of what we're all breathing throughout the region, and make it easier for you to get and use that information.

## **Prevent and reduce risk to you by upholding and enforcing the law**

We regulate air pollution sources across the region and will make sure they follow the law.

## **Be good and wise stewards of the resources you give us**

We will be transparent, fiscally and environmentally responsible. We will make certain we use the best tools in the most efficient and equitable manner. We will maximize our effectiveness by partnering with others to help us achieve our vision.

**We look forward to accomplishing great things with you for cleaner, healthier air.**

# About Us

We are a special-purpose, regional government agency chartered by state law in 1967. Our jurisdiction covers King, Kitsap, Pierce and Snohomish counties; home to more than 3.8 million people, over half of the state's population.

Every day we work to protect public health, improve neighborhood air quality and reduce our region's contribution to climate change. We do this by:

- Following mandates in the federal Clean Air Act and the Washington Clean Air Act.
- Adopting and enforcing air quality regulations.
- Monitoring air pollution.
- Sponsoring voluntary initiatives.
- Educating people and businesses about clean-air and climate-friendly choices they can make.

Our Board of Directors is composed of elected officials from each of the four counties in our jurisdiction, along with a representative from the largest city in each county, and one member representing the public-at-large.

The members of our Advisory Council represent large and small businesses, education, transportation, health, tribal nations, fire chiefs, environmental justice, the environmental community, local ports and the public-at-large across our four counties.

Our staff of 75 people bring skill and expertise in air quality planning, engineering, compliance, atmospheric science, air monitoring, information technology, public education and outreach, law, human resources, financial management and administrative services.

## Our jurisdiction



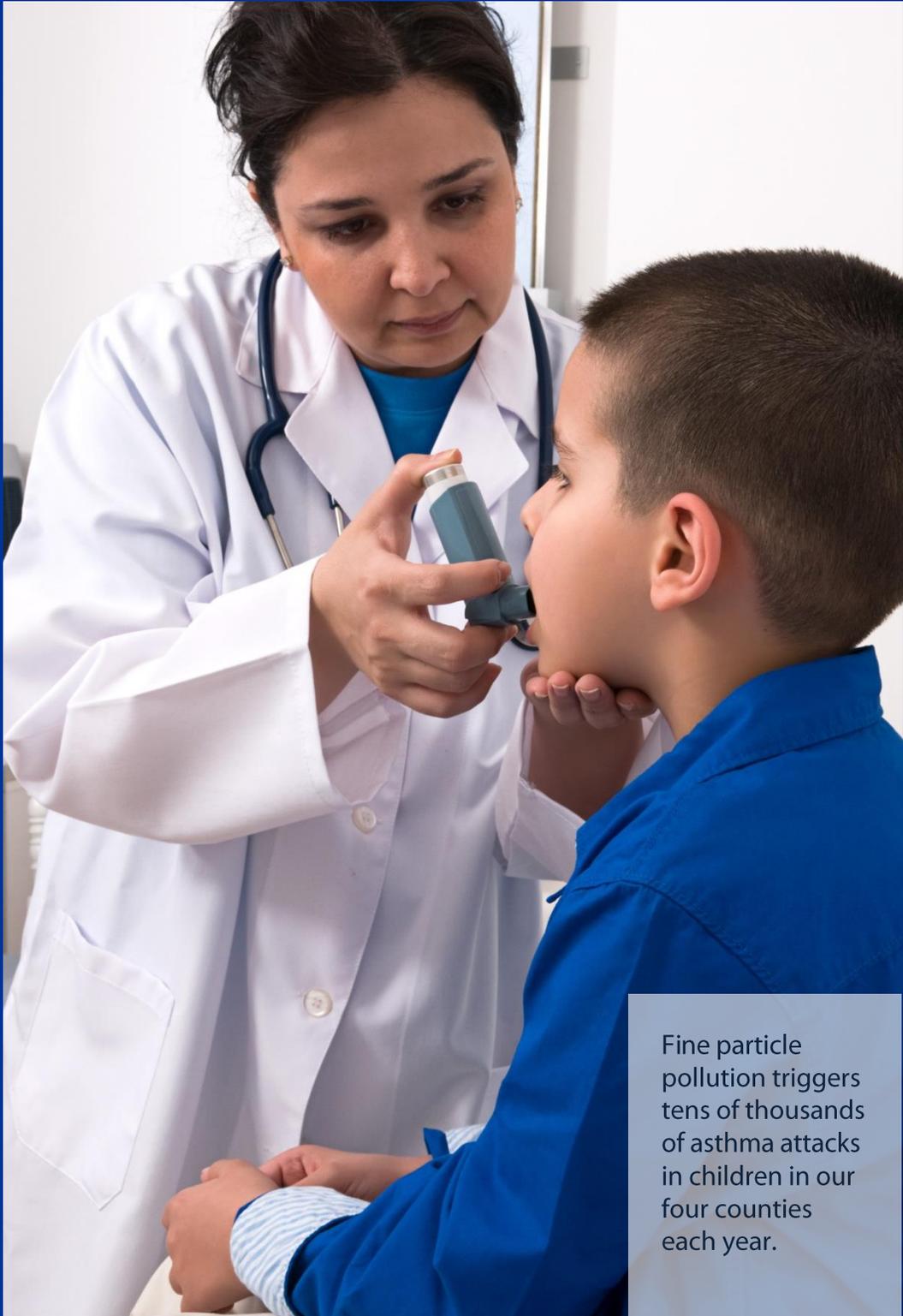
This plan is dedicated to the people who live, work, play and breathe in King, Kitsap, Pierce, and Snohomish counties.



# Long-Term Vision for the Region's Air Quality and Climate

**The strategies in this plan move the central Puget Sound region toward this vision:**

- All the people and natural systems in our region benefit from clean and healthy air all the time, regardless of socio-economic status or geographic location.
- Our region does its part, and more, to protect the climate.
- Everyone in the region plays an active role in achieving this vision.



Fine particle  
pollution triggers  
tens of thousands  
of asthma attacks  
in children in our  
four counties  
each year.

# Goal One

## **Protect public health and the environment from air pollution**

Our long-term vision is that all people and natural systems benefit from healthy air everywhere, all the time. To achieve this, our strategies target the largest sources of the most harmful pollutants in our region: fine particle pollution and air toxics.

Fine particle pollution (including diesel particle pollution) and air toxics contribute to heart attacks, strokes, chronic obstructive pulmonary disease, and other health impacts in our region. Exposure to these pollutants exacerbates asthma and leads to increased cancer risk and even premature death. All of these impacts affect our quality of life and our economy, with lost work days.

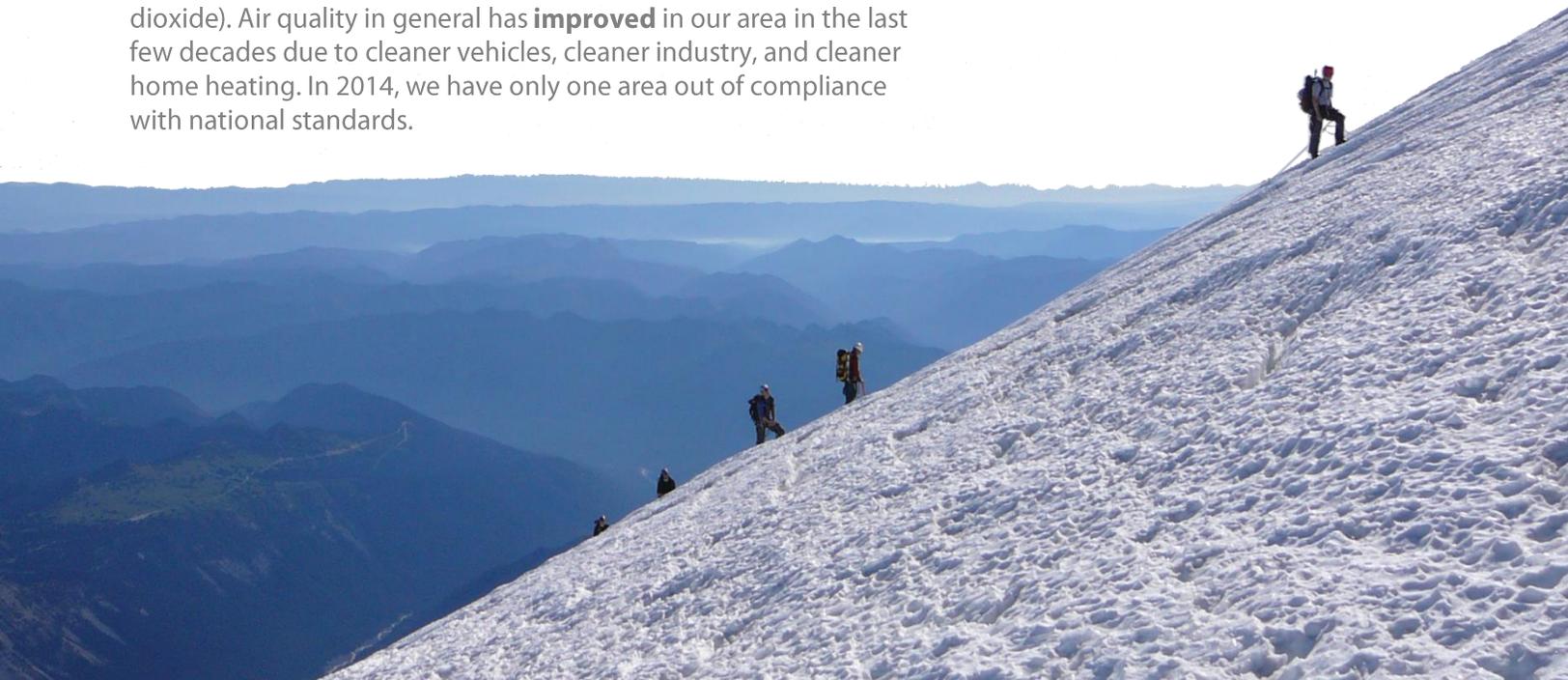
Recent studies consistently show that these pollutants cause harm, even at levels that meet national standards. We aim to reduce pollution to levels well below the existing standards to better protect public health. We will especially focus on reducing pollution in highly impacted communities.

Our efforts under this goal also benefit our natural systems by reducing deposition of harmful pollutants to our waterways and improving visibility of our many mountain peaks and ranges.

## Goal One Targets

- The annual economic impact of air pollution health effects drops \$300 million from 2014 to 2020.<sup>1</sup>
- Potential cancer risk from air pollution drops 50 percent from 2014 to 2020.<sup>2</sup>
- Annual air pollution-related lost work days drop by 6,000 from 2014 to 2020.<sup>3</sup>
- Socio-economic disparities in air pollution exposure decrease from 2014 to 2020.<sup>4</sup>

The U.S. Environmental Protection Agency sets and revises health-based standards for levels of six air pollutants (carbon monoxide, lead, nitrogen dioxide, ozone, particulate matter, and sulfur dioxide). Air quality in general has **improved** in our area in the last few decades due to cleaner vehicles, cleaner industry, and cleaner home heating. In 2014, we have only one area out of compliance with national standards.



# Objective 1.1

## Meet National Ambient Air Quality Standards

### Target

— Entire region attains National Ambient Air Quality Standards from 2015 forward.

The federal Clean Air Act establishes limits on air pollution called National Ambient Air Quality Standards (NAAQS). As a Clean Air Agency, it's our mandate to ensure our air quality meets the NAAQS. Meeting the NAAQS is not only important for air quality and public health, but also benefits the economic vitality of our region. At the beginning of 2014, a large portion of Pierce County does not meet, or "attain" the NAAQS for fine particle pollution. We direct our efforts toward restoring air quality in this nonattainment area, and also make sure the rest of our region enjoys healthy, clean air well beyond minimum federal standards. Many of the other objectives in this plan support this objective.

### Strategies

- A. With the Washington State Department of Ecology, secure re-designation of the Tacoma-Pierce fine particle nonattainment area to attainment status.
- B. Track the periodic revisions to the NAAQS to understand the potential for new nonattainment areas in our region.
- C. If new nonattainment areas are designated in our region (e.g. ozone) develop effective attainment plans promptly, with the participation of regional stakeholders.
- D. Make sure gasoline vapor recovery requirements support ozone maintenance.
- E. Meet requirements of legacy maintenance plans from former nonattainment areas, including transportation conformity requirements.

## Objective 1.2

### Reduce transportation emissions, especially diesel particulate, in highly impacted locations

#### Target

- Diesel particulate in the air at select highly impacted locations drops 60 percent from 2014 to 2020.

Most of the air pollution in our region comes from transportation activities and includes fine particulate matter, diesel particulate matter, ozone precursors and carcinogenic air toxics such as benzene and formaldehyde. This pollution affects health, especially for those living near major transportation corridors.

Diesel particulate matter contributes more than 70 percent of the potential cancer risk from air toxics in our jurisdiction. Studies show that people living among major transportation corridors and port areas, many of whom suffer economic and social disadvantages, face the greatest risk. Transportation pollution also impacts sensitive populations like children, seniors and people already struggling with pre-existing health conditions. Addressing these impacts is a critical part of achieving our vision of



Diesel particulate matter contributes more than 70 percent of the potential cancer risk from air toxics in our four counties.

everyone breathing healthy air. In this objective, we prioritize the reduction of diesel pollution in highly impacted communities, in concert with strategies outlined in Objective 2.1.

## Strategies

- A. Assess harmful emissions from transportation activities and identify highly impacted locations.
  - 1) Inventory transportation emissions at fine geographic scale.
  - 2) Analyze opportunities and threats to reducing diesel fine particle pollution.
  - 3) Identify communities highly impacted by transportation emissions in our region.
- B. Partner with highly impacted communities to reduce emissions and exposures.
  - 1) Engage with highly impacted communities to learn about their air quality priorities and apply their concerns in decision-making processes; help drive understanding of the health risks and what can be done to minimize exposure; and share resources to help communities play an active role in reducing air pollution.
  - 2) Implement neighborhood-based projects that reduce risk from high-emitting vehicles.
- C. Reduce emissions from maritime activities.
  - 1) Fulfill our commitments under the Northwest Ports Clean Air Strategy.
  - 2) Reduce emissions in highly impacted communities (e.g., dray truck emissions).
  - 3) Reduce emissions from high-emitting sources over which ports and other agencies have less influence (e.g., locomotives and harbor vessels).
- D. Influence and advocate for policy and regulatory improvements.
  - 1) Evaluate potential for legislative, rule or policy improvements (federal, state or local) that would benefit highly impacted communities.
  - 2) Provide information to local government and community partners on the health risks of traffic-related air pollution and near-roadway disparities to help guide their decision-making.

### **Highly Impacted Communities**

We define “highly impacted communities” as geographic locations characterized by degraded air quality, whose residents face economic or historic barriers to participation in clean air decisions and solutions. For example, a neighborhood with a high population of people of color located near a major roadway would meet this definition. A predominantly low-income neighborhood with significant wood-burning activity would also be considered highly impacted.

## Objective 1.3

### Reduce emissions and exposures from wood smoke and outdoor burning

#### Target

- There are no days with 24-hour fine particle levels over  $25 \mu\text{g}/\text{m}^3$  in high-wood-smoke communities by 2020.

During colder months, many of our neighborhoods experience episodes of unhealthy levels of wood smoke from fires in wood stoves and fireplaces. These episodes drive up our year-round average fine particle levels and cause dangerous long-term health effects. We continue efforts to restore healthy air to the Tacoma-Pierce County Smoke Reduction Zone nonattainment area and address wood smoke pollution in other communities or neighborhoods that experience unhealthy levels. Year-round smoke from outdoor fires can also lead to unhealthy air in localized areas and cause neighborhood nuisance. We build on our current programs to minimize pollution from outdoor fires.



Wood smoke from wood stoves and fireplaces can make up more than half of all of the fine particle pollution in our communities in the winter.

## Strategies

- A. Restore healthy air to the Tacoma-Pierce County nonattainment area.
  - 1) Actively enforce air quality burn bans.
  - 2) Continue incentives for the removal or replacement of uncertified, high-polluting wood stoves, including the 2015 removal requirement.
  - 3) Raise awareness, participation and compliance through outreach and education.
  - 4) With Ecology, secure re-designation of the nonattainment area to attainment status.
- B. Reduce wood smoke pollution in other highly impacted communities that experience unhealthy levels.
  - 1) Call and enforce air quality burn bans throughout our region, using enhanced techniques piloted in Tacoma/Pierce County.
  - 2) Identify communities with high 24-hour wood smoke levels using monitoring, modeling, or complaint analysis.
  - 3) Engage with highly impacted communities to learn about their air quality priorities; help drive understanding of the health risks and what they can do to minimize exposure; and share resources to help them to play an active role in improving air quality.
  - 4) Secure incentives to encourage the removal or replacement of uncertified, high-polluting wood stoves in these communities.
  - 5) Influence and implement cleaner federal, state or local wood heater emission standards.
- C. Minimize pollution from outdoor fires.
  - 1) Evaluate alternatives to outdoor burning. If warranted, develop rulemaking to reduce residential yard waste burning.
  - 2) Minimize illegal outdoor burning through education, partnering with fire districts, and enforcement.

## Objective 1.4

**Prevent, reduce and control emissions and exposure from significant stationary sources of air pollution**

### Targets

- Compliance rates of regulated businesses increase, reducing environmental harms.
- Meet all requirements of the compliance assurance agreement and EPA-delegated programs.
- Public participation in agency permitting processes and knowledge of agency permit actions increases.



"My daddy is an air janitor. He cleans the air." - Corrina, age 7

Industrial and business activities produce a declining, but still significant, amount of air pollution in our region each year. We regulate these operations to ensure they comply with air quality rules and do not cause illegal emissions. Regulated activities include manufacturing, processing and refining, construction, asbestos projects, gas station operations, coffee roasting, dry cleaning, auto-body shop spray coating, and others. We take a creative and discerning approach to our compliance efforts, employing regulatory and enforcement tools that help us communicate well with the public and adapt and learn based on new technologies, science and community feedback.

## Strategies

- A. Prevent, reduce and control emissions and exposure by using our problem-solving approach, inspections and enforcement tools, permit reviews and conditions, and education.
- B. Use appropriate tools to prevent, reduce and control emissions and exposure in a manner that is transparent and fact based, creates a level playing field, provides appropriate customer service, employs principled decision-making, engages highly impacted communities, and incorporates new information.
- C. Limit asbestos emissions and exposure from projects, renovations and demolitions through education, enforcement and partnerships.
- D. Control and reduce pollution from businesses activities through our registration program.
- E. Identify and require appropriate emission control technologies through the new source review process.
- F. Implement the federal air operating permit program to regulate larger, more complex stationary sources of air pollution.
- G. Prevent or reduce odors through permitting for control technology requirements, responding to complaints, enforcing regulations and permit conditions, and conducting studies and research to advance the understanding of odor issues.
- H. Build relationships, educate and engage with communities about the health risks of air quality issues of interest.
- I. Encourage communities to meaningfully participate in, and share feedback about, agency permitting processes.

## Objective 1.5

### Characterize and communicate air quality throughout the region, with the active participation of the public

#### Targets

- Fine particle levels are characterized for at least two additional communities in each of our counties by 2020.
- In these communities, public engagement in air quality issues is high.

A comprehensive and accurate understanding of our region's air quality helps us develop programs and policies and measure the success of this strategic plan.

Further sharing this information with our public helps them take action and make healthy-air choices.

Emerging technologies and crowd-sourcing applications in monitoring present new ways of collecting and analyzing information, and engaging with our communities. We anticipate that technology will continue to progress and we'll be able to involve communities more in gathering air quality information.

This will not only improve our understanding of local impacts, but also forge new connections, build awareness, and create feedback

channels. We'll explore and adopt new

monitoring technologies as appropriate,

while building our use of localized air

quality and health models to provide our

region with a sound, science-based

understanding of our air quality.

We primarily monitor fine particle pollution in our counties. You can find monitoring data on our website.



## Strategies

- A. Employ a variety of tools to characterize and improve our understanding of air pollution, its sources, and impacts across our four counties. Main sources of air pollution include transportation, wood smoke, and point source emissions.
  - 1) Review and optimize our long-term monitoring network, which measures compliance with health-based National Ambient Air Quality Standards.
  - 2) Use emissions inventories and models to map air pollution, estimate health effects and public health economic impact, and predict future changes.
  - 3) Broaden our knowledge of environmental impacts of air pollution (e.g. air deposition).
  - 4) Identify and prioritize highly impacted communities of combined high air pollution exposure and socio-economically disadvantaged populations for additional characterization.
  - 5) Monitor in more places beyond our long-term trend network, using new technologies and focusing on highly impacted communities.
- B. Share and communicate air quality information.
  - 1) Forecast and communicate daily air quality, with the goal of tailoring forecasts to progressively smaller areas of our region to increase their relevancy.
  - 2) Build relationships with highly impacted communities to learn about their air quality concerns and priorities.
  - 3) Work with highly impacted communities to increase their understanding of the health risks and sources of air pollution and what they can do to minimize their risk. Facilitate community participation and feedback in air quality monitoring.
- C. Build and leverage partnerships to pool collective knowledge and resources to deliver the strategies above.

## Objective 1.6

### Reduce inequities in air pollution exposure

#### Targets

- New initiatives are launched in at least four communities by 2020, designed and implemented in partnership with community-based organizations.
- Air quality in highly impacted communities improves by 2020 as much as, or more than, air quality in the rest of the region.

Our vision is for everyone everywhere to breathe clean, healthy air all the time regardless of who they are, or where they live. In addition to reducing air pollution overall, we also focus on equity, so nobody is more at risk because of where they live, or their socio-economic status.

To be relevant and serve all people in our four counties, we reach out and listen to community concerns and make room to work with issues new to us (i.e. issues beyond those in objectives 1.1 through 1.5). Our commitment to equity and environmental justice means taking the time to build and invest in relationships with a range of constituents, from partner institutions to academic and grassroots organizations.

No community in our region should bear disproportionate burdens and exposure from air pollution.



In our region, the communities that bear the highest impact of air pollution also tend to be those with other socio-economic challenges. For example, lower income communities and communities of color face higher exposure to diesel exhaust. Our strategies prioritize air pollution reductions for communities that historically experience challenges to economic opportunity and decision-making access. We also consider cumulative air quality risks in affected communities.

## Strategies

- A. Identify locations of greatest disparity (“highly impacted communities”) where we can address relevant air quality concerns.
- B. Develop equity guidelines for prioritizing where we should focus our efforts.
- C. Engage with communities in the prioritized locations so that they are aware of the risk, and can be involved with the design of programs and policies.
- D. Building on community engagement, design and implement programs to reduce exposure and disparity.

**Environmental justice** is the “fair distribution of environmental benefits, risks, and burdens.” In our work, it means that everybody experiences the same air quality benefits, and burdens. Currently, many communities throughout our jurisdiction face greater risks of exposure to air pollution than others, driven by a number of factors, including: topography, weather patterns, geography, and socio-economic status.

We will have achieved environmental justice when every person in our region enjoys the same level of protection from air pollution and equal access to decision-making processes that affect his/her health, regardless of his/her race, ethnicity, national origin, or income.

**Equity** means “the quality, state, or idea of being just, fair and impartial.” When it comes to air pollution, some populations in our region are more impacted than others, often due to geography and socio-economic circumstances. Our goal is to rebalance the burden of pollution to be more fair and impartial, so that no community faces greater risk than others. When we refer to “equity” we describe our approach toward ensuring everyone, everywhere, benefits from clean, healthy air to breathe.

In 2014, low-income individuals in our four counties are much more likely to have heart and lung problems.





# Goal Two

## Become the most climate-friendly region in the United States

Air pollution from human activities is the cause of climate change and its associated public health impacts. In the Puget Sound region, climate change will likely lead to wetter winters and warmer, drier summers. This in turn will affect:

- **Water resources:** Smaller mountain snowpack, earlier snowmelt, less water for freshwater supplies and irrigation, and shorter ski seasons.
- **Weather:** More extreme and potentially catastrophic weather events, heightened drought and wildfire danger, and warmer summers and related heat stress.
- **Air pollution:** Increased ozone pollution resulting from warmer summers and rising fine particle pollution from more wildfires.
- **Public health:** Exacerbation of lung and heart disease, due to hotter summers and ozone pollution.

We are strengthening our programs to reduce greenhouse gas pollution and ensure that our region does its part, and more, to protect the climate. We work in concert with other organizations helping our region adapt to the changing climate.

## Goal Two Targets

- Greenhouse gas emissions in 2020 return to 1990 levels.<sup>5</sup>
- Greenhouse gas emissions drop 25 percent from 1990 to 2035.<sup>6</sup>

## Objective 2.1

### Reduce emissions of greenhouse gases from transportation

#### Targets

- Transportation greenhouse gas emissions in 2020 return to 1990 levels.
- Zero-emission vehicles comprise 10 percent of public and private fleets' new vehicle purchases by 2016.

**Renewable fuels** are derived from non-petroleum sources such as crops, animal waste, or municipal solid waste. Renewable fuels include liquid and gaseous fuels as well as electricity derived from renewable sources.

In our region, transportation emits nearly 50 percent of our climate pollution. Cars alone contribute about one-third of our region's carbon dioxide emissions. To help our region do its part and more to protect the climate, we synergize our efforts with state and regional climate strategies. We focus on the transportation sector, an area where we have expertise and proven success and can add the most value. We stimulate aggressive shifts in policies and infrastructure in favor of lower-carbon fuels, advanced technology vehicles, and alternate modes of travel.

## Strategies

- A. Secure the adoption of state and local carbon-reducing policies.
  - 1) Influence and achieve the implementation of a clean fuel standard in Washington.
  - 2) Influence and achieve other policies and incentives that support investment in electric vehicles and renewable fuels.
- B. Target vehicle and infrastructure projects that accelerate regional uptake of electric vehicles and renewable fuels.
  - 1) Support investment in electric vehicles and renewable fuels, increase acceptance and eliminate barriers to adoption.
  - 2) Educate public and private sector fleets about electric vehicles and renewable fuels in our region, sharing information and lessons learned, as appropriate.
  - 3) Gather consumer input and facilitate public education about electric vehicles and cleaner fuels through partnerships and community collaboration.
- C. Inventory regional transportation greenhouse gas emissions to guide efforts and measure success.
- D. Motivate people to make more climate-friendly choices through education and outreach.
  - E. Host and strengthen our support of the Western Washington Clean Cities Coalition.
  - F. Influence regional transportation planning to advance low-carbon transportation infrastructure and policies
    - 1) Advocate a climate-friendly regional growth strategy.
    - 2) Advocate strong multi-passenger vehicle, transit, bicycle and pedestrian infrastructure.
    - 3) Work with Puget Sound Regional Council and countywide forums to improve decision-making tools, models and criteria, particularly for use in selecting transportation infrastructure projects for federal funding.





# Excellence in Action

**Employ the best people, policies, and practices to achieve our work**

Our effectiveness depends not only on what we do, but how we do it. Key to our success will be ensuring we have the right people, the right tools, the right resources and the right approaches to achieve our vision, all part of being a good steward of public resources.

## Objective 3.1

### Attract, retain and inspire exceptional staff

#### Target

- 90 percent of employees recommend the Agency as a great place to work.

We are a small agency with a unique mission. No other organizations in the Puget Sound area possess the science-based experience, skills and infrastructure to achieve our mandated work. It is in our interest to be, and remain, an employer of choice, offering a work culture and workplace environment that attracts and retains highly qualified, motivated and diverse employees.

We must strive to be representative of our region's diversity. A diverse staff provides us with a better understanding of the needs of constituents and the ability to better engage in all parts of our region.



## Strategies

- A. Promote the Agency as an employer of choice in the Puget Sound region.
- B. Use the full range of financial and workplace motivators to attract and retain quality staff.
- C. Support continuous development for every staff member, ensuring high performance and satisfaction.
- D. Continue Agency policies, processes and practices that instill a culture of respect and inclusiveness for all efforts and viewpoints.
- E. Ensure our staff at all levels increasingly reflects the diversity of our region.
- F. Develop program partnerships, fellowship and internship opportunities with institutions and organizations throughout our region.

## Objective 3.2

### Develop a culture that integrates environmental justice and equity principles into our day-to-day work and decisions

#### Targets

- Use of equitable practices and community engagement increases from 2014 to 2020.
- All employees engage in ongoing professional development and education in environmental justice.

Laying critical ground work and infrastructure ensures our commitment to equity and environmental justice is sustainable and robust.

## Strategies

- A. Establish an equity review process for agency decisions, including potential for disparate impacts or unintended consequences.
- B. Develop and maintain the internal infrastructure, processes and staff development necessary to support an environmental justice and equity culture.

## Objective 3.3

### Engage in meaningful dialogue and outreach with all sectors of the public

#### Targets

- Public awareness of air quality issues increases 25 percent from 2014 to 2020.
- Three new organizations identified annually for partnership emphasis.
- Our technology platforms provide infrastructure availability 99.5 percent of the time.

Individual choices strongly affect air quality and climate. Each of us plays a role in helping our region achieve its vision of clean, healthy air for everyone. As an agency, one of our roles is to encourage air- and climate-friendly choices by educating and engaging meaningfully with the public.

We conduct our work with transparency, seek and share public input and take it to heart, and be accountable to the public. We value the economic, geographic, cultural, and ethnic diversity of the people we serve.

#### Strategies

- A. Develop and continually enhance outreach tools (e.g., website, social media) to improve user interface and information accessibility and transparency, for the public and staff.
- B. Broaden our community connections by building new, and strengthening existing relationships with partner organizations and involving them in our outreach.
- C. Proactively reach out to communities by scheduling at least two presentations per county per year to schools, chambers of commerce, service clubs or other organizations.
- D. Actively seek out local media coverage of air quality issues.
- E. Engage and solicit input from community members and stakeholders in active dialogue on regional air quality and pollution prevention. Use tools that allow

ease of stakeholder input and facilitate information incorporation into Agency decision making as appropriate.

- F. Identify highly impacted communities and develop effective mechanisms to mutually engage with them on air quality education and issues.
- G. Respond to our public's questions and concerns with exemplary customer service.
- H. Provide the public and our staff with better access to agency records by completing the transition to an online, electronic storage system.

## Objective 3.4

### Build the agency's long-term financial strength and ensure accountability

#### Targets

- Deliver a balanced and sustainable annual agency budget.
- Assure financial reserve sufficiency.
- Achieve a clean audit each year.

We make sure that our day-to-day spending decisions, financial policies, financial planning and annual budgets clearly and strongly support our strategic plan and vision. We demonstrate accountability for the use of public funds.

#### Strategies

- A. Maintain and expand diverse funding sources matched to priorities.
- B. Maintain an appropriate level of discretionary funds to ensure flexibility, manage risks and provide for contingencies.
- C. Manage cash flows (liquidity and receivable collections).
- D. Maximize efficiency by continually seeking creative ways to provide the highest level of service per dollar.

- E. Maintain credibility and confidence of the public, Board, fee payers, partners, grantors, Advisory Council, auditors and others by being accountable and transparent and by managing expenditures well.
- F. Ensure fee-based programs cover the costs of administering them.

## Objective 3.5

### Be a model of environmental sustainability

#### Target

— Achieve carbon-neutrality by 2020.

We walk the talk by making sure that the way we do business is consistent with our vision. We frequently review the environmental impacts of our operations, and implement policies and practices to minimize them.

#### Strategies

- A. Optimize our transportation choices to reduce emissions.
- B. Reduce our use of resources such as paper, water and electricity through conservation and efficiency measures.
- C. Procure safe and environmentally friendly products.
- D. Find offset projects within the region to bring agency operations' net climate impact to zero.



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**Endnotes:** <sup>1</sup>We estimate that the total 2014 economic impact of all fine particle pollution is \$5.5 billion in our four counties — premature death is the largest contributor to this estimate. <sup>2</sup>Potential cancer risk from air pollution is a relatively small fraction of overall cancer risk, including genetic and lifestyle risk factors. <sup>3</sup>We estimate that fine particle pollution leads to 100,000 work days lost in our four counties in 2014. <sup>4</sup>We will use our Community Air Tool (which maps air pollution, demographic factors, and aggregated health information) to quantify correlations and measure progress towards equity. <sup>5</sup>State law “emissions reductions” require these percent reductions in statewide greenhouse gas emissions. We are targeting the same percent reduction in greenhouse gas emissions in our four counties. Federal and state initiatives adopted to date are only projected to reduce statewide 2020 greenhouse gas emissions from 30% above 1990 levels to 11% above 1990 levels. <sup>6</sup>While the 2035 target is outside the time horizon of this plan, it signals the ambitious trajectory needed beyond 2020.



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Craig T. Kenworthy

**Phone** (206) 343-8800 (800) 552-3565

**Address** 1904 Third Avenue, Suite 105  
Seattle, WA 98101

**Website** [www.pscleanair.org](http://www.pscleanair.org)

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