

**Creating Our Future
Identifying the Critical Pieces of the Puzzle**



**The Next 10 Years Strategic Plan
Final Report**

April 2007

Table of Contents

Part One: Ten-Year Framework 3

 Our Vision..... 4

 Our 10-Year Goals 5

 Our Mission 6

 Our Organizational Principles 7

Part Two: Summary Chart of Focus Area Strategies 8

Part Three: Detail of Strategic Focus Areas 11

 Wood Smoke/Fine Particulates 12

 Diesel/Clean Fuels 15

 Climate Protection 18

 Community Planning 21

 Environmental Justice 24

 Public Education and Outreach 27

Part One
Ten-Year Framework

Our Vision

In the Puget Sound Region, the air we breathe is consistently clean and healthy, and we are successfully doing our part to prevent catastrophic global warming. We are achieving clean air and climate goals while maintaining a productive, sustainable economy and effective, responsive government. Specifically, our vision means that:

- No one's health is at greater risk because of socio-economic status or geographic location.
- Wood smoke emissions are dramatically reduced because there is little or no outdoor burning, and people are heating their homes using only the cleanest reasonably available alternatives.
- Diesel emissions have been dramatically reduced with cleaner fuels and replacement or retrofitting of all polluting diesel engines.
- Our region leads the nation in reducing greenhouse gases through clean energy technologies and energy efficiency.
- Air quality and climate protection goals, policies and priorities are fully integrated into community plans, development standards and projects.
- People in the Puget Sound Region are making choices in their daily lives that protect air quality and stabilize climate, and they know and trust the Puget Sound Clean Air Agency as a resource to help them do it.

Our 10-Year Goals

To achieve our vision, we will:

- Reduce exposure air pollution in all parts of our jurisdiction, especially where there are vulnerable, at-risk populations.
- Meet our health goal for PM_{2.5} goal and be in attainment with federal standards in all four counties.
- Reduce air toxics health risks to less than 2001 risk levels.
- Reduce greenhouse gas emissions below 1990 levels and continue to reduce emissions to meet our 2050 goal (70 percent below 1990 levels).
- Work with at-risk communities to help them become healthy communities.
- Increase the percentage of people making clean-air and climate-friendly choices (2017 community survey).

Our Mission

Former Statement

The mission of the Puget Sound Clean Air Agency is to protect our air resources for the health and well being of current and future generations, by fostering individual responsibility and assuring regulatory accountability.

Issues Raised in the Strategic Planning Processes

Early in the strategic planning process, Board members and stakeholders suggested that the agency mission statement should be revisited to see if it effectively supports the vision, goals and strategy directions for the next 10 years. A preliminary review has raised the following issues:

- Does the mission statement adequately encompass our climate protection/stabilization goal?
- Should it highlight our commitment to environmental justice (e.g., promoting the health and well being of *all* people)?
- Does it provide enough information and clarity about *what* we do (beyond “fostering individual responsibility and assuring regulatory accountability”) and/or *how* we work (e.g., in partnerships)?
- Does it “speak” to the average citizen?

Recommendations and Actions

- The agency should involve staff in reviewing and revising the mission statement, with input from the Advisory Council and the Board, to ensure that it supports strategic plan goals and strategies and effectively captures the agency’s mission for the next 10 years.
- Agency staff previewed a revised mission statement with the Board during the April 2007 meeting.

Revised and Approved Mission Statement

We work together to clean the air we breathe and protect our climate through education, incentives and enforcement.

Our Organizational Principles

- **Show leadership:** Provide vision and demonstrate the courage to tackle tough issues. Actively influence individuals, public and private businesses, organizations, coalitions and agencies to affect clean air choices.
- **Increase our relevancy/promote equity:** Improve our cultural competence and ability to effectively reach and communicate with all people on choices for healthy air and climate protection. Build a diverse organization that reflects the population of our region.
- **Maximize partnerships:** Extend capacities and strengthen impacts by building partnerships and coordinating and leveraging resources. Capitalize on others' ability and willingness to support and further the clean air/climate protection vision.
- **Focus strategically:** Prioritize agency time, attention and resources on those activities that will have greatest impact on achieving the clean air and climate protection goals. Integrate strategies to achieve synergies and address multiple goals. Reduce time spent on less critical activities.
- **Build on our strengths:** Base our decisions on data and science. Maintain fiscal accountability; use resources and regulatory capabilities prudently. Build on proven successes; focus on results.
- **Seek innovative solutions:** Look for new opportunities, techniques and tools to influence individual and collective choices – as well as using time-tested strategies.
- **Invest in our development and effectiveness:** Expand our capacity to meet current and future challenges by developing skills, building new strengths and continuously improving organizational performance. Develop leadership and ownership throughout the agency.

Part Two

Summary Chart of Focus Area Strategies

Summary Chart of Focus Area Strategies

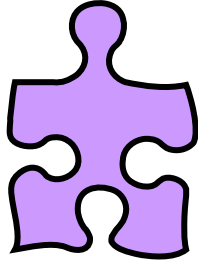
Focus Area	Major Drivers	Strategy Direction	Proposed Next Steps	Implications
Wood Smoke/Fine Particulate	<ul style="list-style-type: none"> Imminent non-attainment of daily PM_{2.5} standard. Failure to meet our local daily health goal. Wood smoke is major source affecting non-attainment. Problem likely to increase unless more is done. 	<p><i>Continue</i> using a mix of tools (outreach, incentives, regulation). <i>Expand</i> the most effective programs. <i>Add</i> new programs or tools based upon results of <i>evaluation</i> and analysis.</p>	<ul style="list-style-type: none"> Complete data gathering and comprehensive evaluation of current programs, policies and tools. Use findings to develop and begin implementing recommendations on regulatory strategies, partnerships and programs. 	<ul style="list-style-type: none"> Expanding efforts to achieve compliance/meet health goal may require substantial increase in resources during and especially <i>after</i> FY08 evaluation. Any new authority will require broad partner coalition. Influencing burning behaviors will require sustained efforts.
Diesel/Clean Fuels	<ul style="list-style-type: none"> Diesel emissions are the major cause of cancer risk from air toxics in our region. New EPA clean engine, fuels regulations do not apply to older diesel engines, leaving a 30-year gap in coverage. Our good track record with voluntary incentives in the public sector can be adapted for broader use. 	<p><i>Expand</i> our successful Diesel Solutions program to on-road <i>private</i> fleets and off-road engines such as rail, ships, construction equipment. Create and strengthen coalitions. Secure funding. Develop grant-based program, outreach campaign and recognition program.</p>	<ul style="list-style-type: none"> Complete retrofitting school buses and continue retrofit of public fleets. Evaluate current efforts and conduct stakeholder assessment. Secure funding from the legislature. Complete private sector program design, policies and procedures. Begin outreach and recognition program. 	<ul style="list-style-type: none"> Expanded program will require public support and new funding from the legislature. We will need a policy to ensure that public funds are used for public benefit. We will need to develop new and existing partnerships and focus more on oversight and coordination of retrofit efforts.
Climate Protection	<ul style="list-style-type: none"> Global warming from greenhouse gases is significantly affecting our Pacific Northwest climate. We need to take action now to protect future generations. Regional economy can benefit from actions. 	<p><i>Lead</i> the regional effort to reduce greenhouse gas emissions through community planning, public outreach, energy conservation, clean fuels, renewable energy and clean vehicles.</p>	<ul style="list-style-type: none"> Develop greenhouse gas emissions inventories to create uniform calculation methods. Partner on legislative priorities. Explore the potential impacts of regulating point sources. Explore ways to evaluate impacts of major projects. 	<ul style="list-style-type: none"> Climate stabilization is a very ambitious goal, requiring government coordination and leadership, behavior changes and harnessing market forces. We can be part of an effective coalition, but only 10 percent of emissions come from sources we regulate.

Summary Chart of Focus Area Strategies (con't.)

Focus Area	Major Drivers	Strategy Direction	Proposed Next Steps	Implications
Community Planning	<ul style="list-style-type: none"> ▪ Air quality and climate are not being effectively addressed in planning efforts. ▪ We have an opportunity to address multiple strategic goals (air quality, health, climate, environmental justice) and influence impacts for decades by getting involved now. 	Build on growth management policies with a more <i>proactive, expanded role</i> in planning over the next two to three years. Use science-based information to help governments respond to air-quality and climate impacts.	<ul style="list-style-type: none"> ▪ Finalize implementation strategy for policies. ▪ Initiate implementation, including outreach, analysis of legal tools and options for targeting assistance on highest impact projects. ▪ Initiate pilot projects for air-friendly communities. 	<ul style="list-style-type: none"> ▪ This will require expanded capacity – at least for the next few years. ▪ We could build staff capacity or use outside expertise through contracts or partners. ▪ This is a complex arena. Finding ways to make a difference will be a challenge.
Environmental Justice	<ul style="list-style-type: none"> ▪ Mission commits us to clean, healthy air for everyone. ▪ There are areas of disproportionate impacts from air pollution (both known and unknown). ▪ We have opportunities in our work to address justice concerns and improve outreach to those who bear disproportionate impacts. 	<i>Initiate</i> a strategy to build capacity to understand, deal with issues. Build partner, stakeholder relationships. Revise outreach methods. Look for “hotspots” and outreach opportunities. Apply what we learn to existing, new efforts.	<ul style="list-style-type: none"> ▪ Complete staff training. ▪ Begin integrating training outcomes into agency procedures and practices. ▪ Develop a database of contacts (e.g., partners and community leaders/representatives). ▪ Design and begin community “hot spot” assessment. 	<ul style="list-style-type: none"> ▪ It will take leadership, commitment, staff time and resources to carry out this work. ▪ It will change how we work. ▪ Issues are complex, may not be easily resolved. ▪ We will need to manage expectations, make sure we don't make commitments we can't fulfill.
Public Education and Outreach	<ul style="list-style-type: none"> ▪ #1 stakeholder priority. ▪ Much of today's pollution is caused by individual behaviors we can't “control” but can influence through education and outreach. ▪ Success will require long-term, sustained effort integrated into all our work. 	Build upon our success by <i>adding</i> : <ul style="list-style-type: none"> ▪ Enhanced advertising and media relations; ▪ Expanded community outreach; ▪ Youth outreach; ▪ Enhanced internal communications. 	<ul style="list-style-type: none"> ▪ Support outreach needs for other five focus areas. ▪ Expand advertising campaign. ▪ Establish Youth Advisory Committee. ▪ Research school/youth programs/youth activities. ▪ Initiate at least one new outreach activity in each of our counties. ▪ Launch employee intranet. 	<ul style="list-style-type: none"> ▪ This requires sustained, long-term funding to ensure the ability to plan and carry out a multi-year program, avoid losing ground in our efforts to influence clean-air/climate protection choices and support the education and outreach needs identified by the other five focus areas.

Part Three
Detail of Strategic Focus Areas

Wood Smoke/Fine Particulates



Strategic Objectives

- ✓ Meet or surpass the new federal PM_{2.5} standard
- ✓ Clarify and achieve our local health goal for PM_{2.5} in the air, in both rural and urban areas
- ✓ Use the most cost-effective mix of tools and programs to reduce wood-smoke emissions

Drivers

PM_{2.5} concentrations in Snohomish and Pierce counties violate the 2006 EPA daily standard, which will result in those counties being designated non-attainment. A non-attainment designation – meaning certain pollutants consistently exceed the federal standard and may adversely impact health – can limit business growth and jeopardize federal road funding. Our local daily health goal is more stringent than the federal standard, but in three of our four counties, PM_{2.5} concentrations do not meet this goal. Monitoring data show that wood smoke is the major emission source affecting our ability to meet both federal and local standards. Outdoor burning of yard and land-clearing debris, where it is still permitted, creates health hazards for nearby residents. Future health research is likely to push the federal standard closer to our own local health goal.

Strategy Direction

- Partner with stakeholders to gather data on the numbers and types of fireplaces and wood stoves used in our region, especially in our highest PM_{2.5} areas, to make the most informed and meaningful policy decisions.
- Use this data to evaluate our current programs, policies and tools to see what's working, what's missing and who could help us achieve our strategic objectives. This will let us identify and expand programs that could reap the largest benefits and add new programs or tools where needed.
- If wood stove change-out programs are shown to be successful, we will pursue a stable source of funding for change-out programs.

- Involve partners and stakeholders in developing any regulatory changes identified during the evaluation phase.
- Prohibit outdoor burning where reasonable alternatives are available. If a need for additional restrictions on recreational fires is identified, we will work with appropriate partners to implement those as well.

Progress Milestones

- 2007: Collect data and complete evaluation phase. Adopt regulations to phase out land-clearing and residential burning. Convene a group of stakeholders and partners to develop a wood-smoke control program. As part of the stakeholder process, develop any necessary legislative strategy to obtain needed statutory authority and funding to reduce wood smoke emissions.
- 2008 - 2009: Pursue identified legislative strategy. Begin implementing the wood smoke control program.
- 2010 - 2015: Implement new statutory authority as part of the wood-smoke control program.
- 2015: Region meets federal PM_{2.5} standard.
- 2016: Region meets current agency health goal of 25 µg/m³ PM_{2.5}.

Challenges and Contingencies

- Uncertainties in the emission inventory for the number, type and use of wood stoves and fireplaces make it difficult to appropriately target resources to reduce emissions.
- Growth and the increasing population throughout our region will exacerbate current problems with wood smoke that affect nearby residents. More fireplaces and wood stoves also mean more complaints and burn bans.
- If we need new legislative authority, we will need a broad coalition of partners, and we will need to strive to address our differences so we can achieve mutual goals.
- Influencing personal behaviors and choices, including wood burning, can be difficult and requires time and effort. We can also anticipate opposition to possible new restrictions.
- We need partners to help us make a connection between air-quality improvements and reduced health risks, since there are cultural issues involved.

Resource Implications

Making progress on these strategic objectives means that we will need:

- Research survey consultants to gather data.
- Additional staff resources for evaluation and analysis.
- Professional facilitation during the stakeholder process.

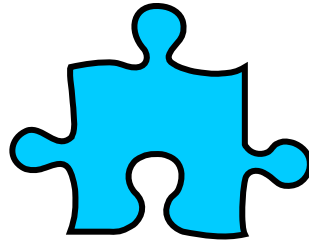
Synergies with Other Focus Areas

- Public Education and Outreach: Web support, advertising, print materials, partnership development, community outreach, youth education.
- Community Planning: Agency policies and potential regulations on installation of wood stoves and fireplaces in areas of new construction and dense population.
- Environmental Justice: Enabling access to cleaner heating choices for economically disadvantaged citizens.
- Climate Protection: Ensuring that the right choices for home heating are made to protect both personal health and the health of the planet.

Next Steps: FY08 Work Plan Preview

- Gather data on wood stove and fireplace use in our region, especially in our highest PM_{2.5} areas.
- Complete the evaluation/assessment of our current program.
- Convene a stakeholder group to help develop a residential wood-smoke reduction strategy. As part of the stakeholder process, develop any necessary legislative strategy.
- Begin implementing other internal recommendations from the evaluation phase.
- Continue to offer assistance for wood stove change-outs in Darrington, where residential wood smoke in the winter often pushes PM_{2.5} levels above the standards.
- Reaffirm our local health goal.

Diesel/Clean Fuels



Strategic Objectives

- ✓ Support the retrofitting of all diesel engines within our four-county jurisdiction
- ✓ Reduce the health risk posed by toxic diesel particulate emissions
- ✓ Expand the voluntary Diesel Solutions program into private fleets by implementing a voluntary, grant-based program

Drivers

Eighty percent of cancer risk from air toxics in our region comes from diesel engine emissions. More diesel traffic from population and economic growth will increase exposure to diesel emissions. Yet our region won't fully benefit from new EPA clean engine and clean fuels regulations for up to 30 years because of the long life span of diesel engines. To help counteract existing and future diesel emission exposure, the agency's Diesel Solutions program, which has a successful track record in reducing diesel emissions from school buses, transit fleets and other vehicles, can be expanded to heavy duty on-road private fleets and off-road engines, such as rail, ships and construction equipment. To further reduce diesel emissions, the Maritime Air Forum is completing an emissions inventory for the marine sector to help us target the biggest marine polluters with diesel retrofit technology and clean fuel alternatives. We know partners are willing to join the Diesel Solutions program, especially if we can help them with funding.

Strategy Direction

- Evaluate our resources currently allocated to the Diesel Solutions program to determine what funds, staffing, studies, etc., we will need to expand into private sector fleets. During the evaluation phase, we will conduct meetings with stakeholders such as public and private fleet owners, the Associated General Contractors and the ports.

- Identify the private fleets that will result in the largest public benefit if retrofitted.
- Secure the necessary funding from the legislature and design a grant-based program similar to the State of California's Carl Moyer program.¹
- Launch a public outreach campaign to educate private fleet owners and contractors about the agency's voluntary, grant-based program, encourage them to apply for the grants and recognize them for their efforts.

Progress Milestones

- 2007: Finish retrofitting all eligible school buses.
- 2009: Finish retrofitting 50 percent of public fleets.
- 2012: Finish retrofitting 25 percent of private fleets. Conduct a comprehensive air toxics study to demonstrate our progress in reducing diesel particulate.
- 2017: Finish 100 percent of retrofits in all categories. Conduct another comprehensive air toxics study to demonstrate our progress.

Challenges and Contingencies

- We will need public support of the program to pursue this ambitious goal.
- We will need legislative support to extend the funding for Diesel Solutions and to increase the funding for the expansion into private fleets.
- We will need a policy to ensure public funds are used for public benefit and in compliance with the law.
- We will need a fair and equitable policy to ensure those who are eligible to participate in the voluntary, grant-based program have the opportunity to do so.

Synergies with Other Focus Areas

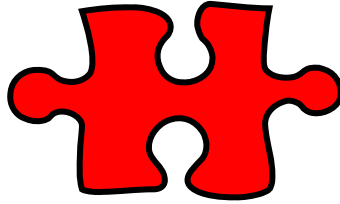
- Wood Smoke/Fine Particulates: Diesel particulate falls into the PM_{2.5} category, so efforts to reduce diesel emissions support this work to achieve the federal standard and our local health goal.
- Climate Protection: Idle-reduction strategies, the shift from diesel to electricity in vehicles and providing shore power to ships in port will reduce CO₂ emissions.
- Environmental Justice: The greatest emission reductions and health benefits from the expanded Diesel Solutions program are expected to occur in environmental justice communities.

¹ The Carl Moyer Program, administered by the Air Resources Board in partnership with air quality districts throughout California, provides grants to reduce exhaust emissions from heavy-duty engines. Information is available at <http://www.arb.ca.gov/msprog/moyer/moyer.htm>

Next Steps: FY08 Work Plan Preview

- Complete the evaluation and assessment.
- Conduct meetings with stakeholders.
- Secure funding from the legislature.
- Complete the design of the program including the policies and procedures the agency will follow.
- Launch the agency outreach, rewards and recognition program.

Climate Protection



Strategic Objectives

- ✓ Provide leadership in protecting future generations against catastrophic global warming by reducing regional greenhouse gas emissions
- ✓ Bring the full range of agency expertise, including regulatory authority, technical analysis and collaborative partnerships, to galvanize a social and economic transformation to a clean energy economy
- ✓ Use renewable clean energy, energy efficiency, advanced technologies and smart growth as key elements in a sustainable regional economy. Use fossil fuels only where necessary

Drivers

Our Pacific Northwest climate is becoming warmer due to global climate change brought on by the emission of greenhouse gases (GHGs), the pollution that causes global warming. Our regional snow pack is significantly decreasing, thus threatening our energy, water and agricultural sectors. Since greenhouse gas emissions continue to increase and are already at unacceptable levels, we need to take action now to protect future generations. By reducing greenhouse gases, we will promote our economy and save money for our citizens. Renewable clean energy, energy efficiency, advanced technologies and smart growth can form the basis of a vibrant regional economy and reduce our dependence on foreign oil.

Strategy Direction

- Evaluate and assess our legal authority to regulate point sources of greenhouse gas emissions. Develop a list of potential strategies and likely benefits associated with regulating point sources using our legal authority. Prepare for a national or multi-state carbon cap-and-trade system.
- Work with our partners at the state level, including the Governor's office and the Washington State Legislature, to create and support policies that reduce greenhouse gases from electricity generation and motor vehicles.

- Expand our role in transportation planning to include evaluating and communicating the greenhouse gas impacts of major transportation projects. Promote land use decisions that reduce greenhouse gas emissions in the region.
- Develop and support policies to promote clean energy technologies that reduce greenhouse gas emissions from motor vehicles, including green fleets, electrification, cleaner fuels and retrofit technologies (e.g., Diesel Solutions).
- Work with our partners to promote public awareness that improved energy efficiency reduces greenhouse gas emissions from home heating, electricity use and motor vehicles.
- Integrate greenhouse gas reduction elements into our marine and other off-road vehicle programs (e.g., Diesel Solutions) by promoting electrification and bio-fuels.

Progress Milestones

- 2007: Pass and implement omnibus legislation aimed at increasing availability of bio-fuels and encouraging vehicle electrification in Washington State.
- 2008: Present policy options to the agency's Board of Directors for regulating greenhouse gas emissions from stationary sources. Implement the biodiesel program for the Washington State Ferries.
- 2009: Evaluate the potential impacts of our greenhouse gas reduction strategies toward achieving our reduction goal. Identify additional strategies as necessary.
- 2012: Reduce regional greenhouse gas emissions by 7 percent below 1990 levels.
- 2016: Greenhouse gas emissions are on track to meet our goal of climate stabilization by continuing to reduce about 1,000,000 metric tons of CO₂ equivalents per year.
- 2050: Achieve our goal of reducing regional greenhouse emissions to 70 percent below 1990 emission levels.

Challenges and Contingencies

- Climate protection, in general, is poorly organized because of a lack of federal leadership. Almost all the programmatic responses are local and regional.
- There are a number of other governmental organizations in Washington State embarking on programs to reduce greenhouse gas emissions (the state of Washington, King County, the cities of Seattle and Tacoma and others).
- Only 10 percent of the greenhouse gas emissions come from sources within our regulatory authority. The remaining 90 percent are from activities regulated by others, such as electricity generation, motor vehicles, residential and commercial heating, and off-road engines.

- If we embark on this program, we need to influence others to embrace this vision and take action to be successful.
- We need to maintain a keen awareness of the changing political forces around this issue, both regionally and nationally.
- We need to harness market forces to help in this program.

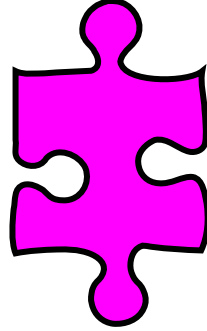
Synergies with Other Focus Areas

- Diesel/Clean Fuels: Electrification, idle reduction and bio-fuel components of the Diesel Solutions program have climate change benefits.
- Community Planning: Reducing vehicle miles traveled reduces greenhouse gas emissions.

Next Steps: FY08 Work Plan Preview

- Develop greenhouse gas emissions inventory protocols so our partners can create a more uniform estimation method.
- Develop a manual of best practices for greenhouse gas reductions from local jurisdictions. The manual will also include methods to determine the expected greenhouse gas reductions from different strategies.
- Expand our potential stakeholders and users for the Green Fleets Guide.
- Work with our partners at the state level on key legislative priorities and CO₂ mitigation regulation and improvements.
- Work with our partners to implement a climate protection public information campaign.
- Continue to work with our partners on the Kids for Climate Protection curriculum.
- Work with key partners to quantify greenhouse gas emissions from transportation projects.
- Support other organizations in educating stakeholders about adaptation issues related to climate change.

Community Planning



Strategic Objectives

- ✓ Ensure that clean air and climate protection impacts and goals are considered in local/regional plans, policies, development regulations, standards and projects
- ✓ Support local government efforts to manage growth, reduce sprawl, promote effective mixed-used development, and create air- and climate-friendly communities
- ✓ Help prevent incompatible land uses, especially those with differential impacts on the poor and vulnerable

Drivers

Community planning decisions, especially land-use and transportation decisions, shape the built environment – that is, our manmade surroundings – and have long-term impacts. To date, potential air-quality and climate impacts have not been effectively addressed in community planning processes. The Washington State Growth Management Act requires periodic updating of community development plans and regulations. Aging infrastructure is driving decisions to repair, replace or upgrade major transportation facilities. Anticipated rapid population growth over the next 30 years creates pressure for local and regional planning and development actions now and over the next few years. There is an opportunity to address multiple strategic goals related to air quality, climate and environmental justice through effective involvement in the community planning arena.

Strategy Direction

- Take a more proactive role in informing and influencing planning processes that affect air quality, climate, community health and sustainability.

- Focus on the development and dissemination of science-based information to help educate local government and regional partners so they better understand and respond to climate and air quality impacts. This may be done through developing and expanding in-house expertise and staff capacity and/or using contractors and outside expertise.
- Place priority focus on plans and projects with the greatest potential impacts on air quality, environmental justice and climate goals.
- Use environmental laws, such as the State Environmental Policy Act, as tools for addressing emerging issues and ensuring that air quality, climate protection, public health and environmental justice goals are adequately addressed.
- Provide information, analysis and options to the agency's Board members to inform them of potential air quality or climate impacts and determine where increased involvement in community planning issues may be appropriate and desirable.

Progress Milestones

- 2007: Prepare materials and conduct initial education and outreach on the agency's Board-adopted growth management policies.
- 2008: Finalize our strategy for integrating the growth management policies into community plans. Our growth management policies are also integrated into the implementation of the 2007 update of the Puget Sound Regional Council Destination 2030 Plan.
- 2009: Report to the agency's Board of Directors our accomplishments and the effectiveness of our strategy to integrate our policies into these plans. Update the strategy as needed.
- 2010: Conduct an assessment of whether community planning decisions have been influenced by our growth management policies.
- 2016: Assess the impact of our policies on the built environment.

Challenges and Contingencies

- We are not a primary actor in the community planning arena, and our impact to date has been limited. Establishing credibility and finding ways to make a difference will be challenging.
- Establishing and fulfilling our role as a resource for local governments and special districts in community planning will mean expanding our capacity and devoting additional resources to this effort – at least in the short-term. We will need to determine the most reasonable and cost-effective way to do this.

- Increased involvement in community planning – particularly with regard to major projects – may engage the agency and the Board of Directors in political controversy, potentially divisive issues and difficult tradeoffs between air quality, climate and other competing goals.
- Community planning is a large, complex arena, with many different actors, competing interests and time-consuming processes. It will be important to focus agency activities where they can have the greatest potential impact on air quality and related goals, as well as find effective ways to manage expectations for agency involvement.

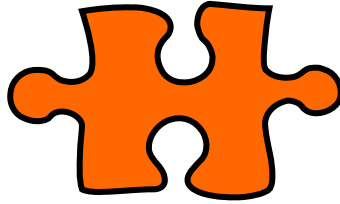
Synergies with Other Areas

- Wood Smoke/Fine Particles: Reductions in sprawl and vehicle miles traveled as a result of community planning decisions will produce reductions in fine particle pollution and air toxics.
- Environmental Justice: Appropriate community planning decisions related to location of uses and activities and regulation of construction will help ensure that environmental justice populations are not disproportionately exposed to air pollution or climate change impacts.
- Climate Protection: Green building design, technology and operations; protecting vegetated open space; effective mixed-use and higher density development; reducing sprawl and expanding high-capacity travel modes are community planning outcomes that can help achieve climate protection goals.

Next Steps: FY08 Work Plan Preview

- Finalize implementation strategy to support growth management policies.
- Initiate implementation program.
- Initiate a pilot partnership project to work on an air-friendly community design.

Environmental Justice



Strategic Objectives

- ✓ Raise awareness and knowledge throughout the agency of environmental justice and related issues; incorporate environmental justice into our values, policies and practices; integrate environmental justice into all of our work
- ✓ Develop partnerships with other organizations that can help us with environmental justice concerns and issues through their experiences and contacts within the communities
- ✓ Assess our jurisdiction for potential hotspot communities and take action to address identified air quality problems
- ✓ Enhance our accessibility and expand our outreach to underserved communities, especially those bearing a disproportionate burden of poor air quality and with populations that are at greater risk for related health impacts

Drivers

Our mission compels us to ensure *everyone* in our region has clean, healthy air to breathe. The specific legal drivers that relate to this issue are Title VI of the 1964 Civil Rights Act and the 1994 Executive Order 12898, “Federal Actions to Address Environmental Justice in Minority Populations and Low-Income Populations.” The agency is aware of areas of disproportionate impacts that need our attention and action. There are also areas we likely don’t know about, need to learn about and take appropriate action when we find them. With growth in our region, the potential for disproportionate impacts will also grow if we don’t pay attention and take action. We have opportunities in our regulatory work to address environmental justice considerations and to seek input from those who will be affected by our rules or the permits we issue. We need to expand our rulemaking and other public involvement activities, particularly to reach communities that bear disproportionate impacts.

Strategy Direction

- Conduct a training needs assessment and implement an agency-wide training program to develop awareness, cultural competency and skills to deal with environmental justice issues.

- Identify partners and stakeholders with specific interest in environmental justice and build reciprocal relationships.
- Evaluate and revise our communication and outreach methods.
- Look for environmental justice hotspots and outreach opportunities.
- Apply what we learn to existing projects and new efforts.

Progress Milestones

- 2007:
 - ◊ Enhance staff's awareness of environmental justice principles and complete a general skills assessment.
 - ◊ Create and implement a needs-based training plan for departments and teams.
 - ◊ Finish assessing our communication and outreach activities and begin making improvements where needed.
- 2008: Complete enforcement and permitting assessments and implement changes resulting from the assessments. Identify hotspots in our jurisdiction and initiate work with the most seriously affected communities.
- 2009 and beyond: Conduct environmental justice refresher training for agency staff; seek feedback from partners and communities to evaluate progress; establish new partnerships, expand community outreach and improve two-way communications.

Challenges and Contingencies

- It will take leadership, commitment, staff time and resources to carry out this work.
- It will change how we work.
- Environmental justice issues are complex and may not be easily resolved.
- Air quality is not always the most important issue for environmental justice communities.
- We will need to manage expectations and make sure we don't make commitments we can't fulfill.

Synergies with Other Focus Areas

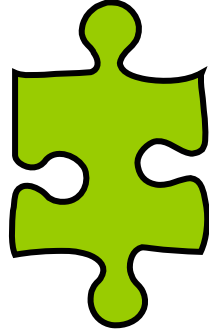
- Diesel/Clean Fuels: These strategies will reduce toxics and fine particulates from trucks and buses on roads through or adjacent to environmental justice neighborhoods.
- Wood Smoke/Fine Particulates: These strategies will reduce carcinogens and other harmful substances from smoke in low-income communities where many homes are heated with wood.

- Community Planning: Strategies in this focus area can help reduce adverse impacts from incompatible land uses and provide improved transportation resources for low-income communities.
- Public Education and Outreach: This focus area will be important for developing more community partnerships enhancing our communications capabilities.

Next Steps: FY08 Work Plan Preview

- Complete staff training.
- Develop and implement process for integrating the environmental justice training into agency procedures and practices.
- Develop a database of contacts – partners and community leaders and representatives.
- Develop and begin implementation of the community hotspot assessment.

Public Education and Outreach



Strategic Objectives

- ✓ Raise awareness of air quality issues and solutions
- ✓ Influence clean air actions and behaviors
- ✓ Position our agency as a resource for people in our region
- ✓ Strengthen and sustain connections with our communities and partners

Drivers

Participants in our futuring conference rated education and outreach the most important strategies, underscoring the importance of improving individual awareness about air quality and clean air choices. Education and outreach is a critical component of the agency's efforts to ensure clean air for healthy people, places and the planet because much of today's pollution is caused by individual actions. Unlike industry actions that we can regulate, we can't "control" individual actions. We have proven over time that we can be successful in education and outreach activities, but we also know we can't be successful without a long-term, sustained education and outreach effort that is integrated into all of our work.

Strategy Direction

- Build upon our past successes and current efforts by adding:
 - ◇ Enhanced advertising and media relations.
 - ◇ Expanded community outreach.
 - ◇ New youth outreach activities.
 - ◇ Enhanced internal communications so that all staff members are effective communicators.

- This approach would provide a baseline level of public education and outreach to ensure consistent and continuing messages encouraging people to make clean-air and climate-friendly choices in their daily lives.
- Messages could be enhanced or customized annually with funding from and to support strategic priorities from other focus areas.

Progress Milestones

- 2007:
 - ◊ Establish Youth Advisory Committee and begin regular meetings to plan youth outreach activities.
 - ◊ Complete research on compatible school programs and educational activities of other organizations in our jurisdiction.
 - ◊ Initiate one new community outreach activity in each county.
 - ◊ Expand advertising campaign.
 - ◊ Launch employee communications intranet.
- 2008:
 - ◊ Initiate at least one youth outreach activity in each county.
 - ◊ Expand Kids for Climate Protection to K-6 (currently being developed for grades 7-12).
 - ◊ Maintain FY08 community connections while initiating at least one additional community outreach activity in each county.
 - ◊ Update advertising campaign and expand media buy with partnership funds.
 - ◊ Increase agency name recognition and in clean-air and climate-friendly choices, as evidenced in tri-annual public awareness and behaviors survey.
- 2011 - 2017: Increase agency name recognition and in clean-air and climate-friendly choices, as demonstrated by tri-annual public awareness and behaviors surveys.

Challenges and Contingencies

- This approach requires sustained, long-term funding. Without it, we risk:
 - ◊ The ability to support expanded education and outreach needs identified by the other five focus areas to help them meet their objectives.
 - ◊ The ability to plan a multi-year program.

- ◊ Losing ground in our efforts to influence clean-air and climate-friendly choices by our citizens, our elected officials and our planners.
- ◊ Weakened likelihood of improving agency name recognition.
- It takes a lot of staff time to cultivate and maintain the relationships and partnerships we need to leverage our resources.

Synergies with Other Focus Areas

- Wood Smoke/Fine Particulates: Change-out promotions, stakeholder facilitation, outreach on new rules, expanded partnerships.
- Diesel/Clean Fuels: Marketing and partner recognition.
- Climate Protection: Public education, outreach to businesses and fleet managers, youth education and outreach.
- Community Planning: Marketing policies, workshops and toolkits for planners and others, recognition program.
- Environmental Justice: Help prepare field staff for outreach, develop multi-lingual communications capabilities, outreach to communities, partnerships with others.

Next Steps: FY08 Work Plan Preview

- Support each of the other focus areas.
- Expand advertising campaign to incorporate additional messages and expand media buy. Look for at least one new partner to help expand the campaign.
- Research what others are doing in school programs and youth activities.
- Establish a Youth Advisory Committee.
- Initiate at least one new outreach activity in each of our counties, such as finding new partners for anti-idling campaigns.
- Implement internal communications intranet.