



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

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**RECEIVED**

December 30, 2015

JAN - 5 2016

Honorable Shari Winstead  
Mayor of Shoreline  
17500 Midvale Ave North  
Shoreline, WA 98133-4905

City Manager's Office

**Shoreline \$ 41,936.00**

Dear Mayor Winstead:

We appreciate your support for ensuring that residents in Shoreline benefit from clean air. Air quality is not only a key to good health, it is vital in maintaining a competitive and sustainable economy for our region.

In a letter sent to you on behalf of the Puget Sound Clean Air Agency Board of Directors in June, we advised you of the amount of the Clean Air Assessment for calendar year 2016. We have sent an invoice to your organization's accounting department and payment to the agency is due by January 31, 2016 unless your organization elects to pay quarterly.

How We Determine the Assessment

Your jurisdiction's portion of the assessment is based on a statutory method (RCW 70.94.093) using assessed valuation and population. This assessment supports air quality programs and monitoring on a regional and local level to ensure all who live and work in the Puget Sound region can breathe clean air.

How We Work to Achieve Clean Air

Our work is defined by the federal and state Clean Air Acts and by our Board of Directors. The Clean Air Acts prescribe air quality standards and laws designed to protect public health. Our Board sets additional goals and policy direction, responding to the needs and concerns in the Puget Sound Region.

Our Goals and Objectives

Our 2014-2020 strategic plan has twelve objectives organized under three goals:

***Goal One: Protect public health and the environment from air pollution***

1. Meet National Ambient Air Quality Standards [federal standards]
2. Reduce transportation emissions, especially diesel particulate, in highly impacted locations
3. Reduce emissions and exposures from wood smoke and outdoor burning
4. Prevent, reduce and control emissions and exposure from significant stationary sources of air pollution
5. Characterize and communicate air quality throughout the region, with the active participation of the public

6. Reduce inequities in air pollution exposure

***Goal Two: Become the most climate-friendly region in the United States***

1. Reduce emissions of greenhouse gases from transportation

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

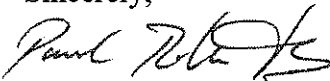
1. Attract, retain and inspire exceptional staff
2. Develop a culture that integrates environmental justice and equity principles into our day-to-day work and decisions
3. Engage in meaningful dialogue and outreach with all sectors of the public
4. Build the agency's long-term financial strength and ensure accountability
5. Be a model of environmental sustainability

Attached is a summary of our progress in implementing our strategic plan during our most recent fiscal year.

The per capita assessment is a critical source of funds to deliver clean air for our region's citizens. Thank you again for your community's support for good air quality.

I invite you to visit the agency's Web site ([www.pscleanair.org](http://www.pscleanair.org)) or contact Craig Kenworthy directly at 206.689.4004 or toll free at 1.800.552.3565, ext. 4004, to learn more about other work the agency does on your behalf to provide clean air for our region.

Sincerely,



Paul Roberts, Everett City Council Member  
Chair, Puget Sound Clean Air Agency Board of Directors

Attachment

cc: Patti Rader, Finance Manager

## Strategic Plan – FY15 Progress Report

### GOAL ONE: PROTECT PUBLIC HEALTH AND THE ENVIRONMENT FROM AIR POLLUTION

#### Objective 1.1: Meet National Ambient Air Quality Standards

**Very strong progress:** Secured re-designation of Tacoma-Pierce County fine particle nonattainment area to attainment status. Tracked EPA’s proposal to revise the ozone standards.

<b>A. With the Washington State Department of Ecology, secure re-designation of the Tacoma-Pierce fine particle nonattainment area to attainment status.</b>	
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|---|--|
| <ul style="list-style-type: none"> <li>• Secured re-designation of Tacoma-Pierce County fine particle nonattainment area to attainment status.</li> </ul> |  |
|---|--|

<b>B. Track the periodic revisions to the NAAQS to understand the potential for new nonattainment areas in our region.</b>	
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| <ul style="list-style-type: none"> <li>• Tracked EPA’s proposal to revise the ozone NAAQS and convened partners to discuss the proposal in December 2014. We expect EPA to finalize standard in FY16.</li> </ul> |  |
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<b>C. If new nonattainment areas are designated in our region (e.g. ozone) develop effective attainment plans promptly, with the participation of regional stakeholders.</b>	
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| <ul style="list-style-type: none"> <li>• Analyzed our risk of ozone nonattainment based on EPA’s proposal to revise the ozone NAAQS and recent monitored levels and shared with partner agencies.</li> </ul> |  |
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<b>D. Make sure gasoline vapor recovery requirements support ozone maintenance.</b>	
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| <ul style="list-style-type: none"> <li>• Analyzed emissions implications of Stage II vapor recovery systems.</li> <li>• Participated in Joint Legislative Audit &amp; Review Committee study of gasoline vapor regulation.</li> </ul> |  |
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<b>E. Meet requirements of legacy maintenance plans from former nonattainment areas, including transportation conformity requirements.</b>	
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| <ul style="list-style-type: none"> <li>• Submitted estimated annual PM10 design values to Ecology as required under the limited maintenance plan.</li> </ul> |  |
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Essentially complete (for good)     
 Strong progress     
 Moderate progress  
 Delayed or in trouble     
 Not completed and no longer pursuing     
 Not yet timely




**Objective 1.2: Reduce transportation emissions, especially diesel particulate, in highly impacted locations**



**Good progress:** Replaced 119 Port of Seattle diesel dray trucks with cleaner diesel trucks. Replaced 14 auxiliary engines on 7 harbor vessels. Installed idle reduction retrofits on 93 emergency vehicles. Replaced 10 heavy-duty diesel trucks with liquefied natural gas trucks. Neighborhood-based projects await advancement of relationships with “highly impacted communities.”







<b>A. Assess harmful emissions from transportation activities and identify highly impacted locations.</b>	
1) Inventory transportation emissions at fine geographic scale. <ul style="list-style-type: none"> <li>Initiated comprehensive transportation emissions inventory &amp; scenario forecasting project (with Ecology and PSRC).</li> </ul>	
2) Analyze opportunities and threats to reducing diesel fine particle pollution. <ul style="list-style-type: none"> <li>Investigated state of rail liquefied natural gas readiness (although this was prior to oil price crash).</li> </ul>	
3) Identify communities highly impacted by transportation emissions in our region. <ul style="list-style-type: none"> <li>Identified candidate “highly impacted communities” and selected four to approach first: Seattle Duwamish, Seattle Chinatown/International District, Tukwila Allentown, and Auburn/Algona.</li> </ul>	

<b>B. Partner with highly impacted communities to reduce emissions and exposures.</b>	
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. <ul style="list-style-type: none"> <li>Began engaging in conversations and relationship-building in four candidate “highly impacted communities.” All four are likely to identify transportation emissions as an issue.</li> </ul>	
2) Implement neighborhood-based projects that reduce risk from high-emitting vehicles. <ul style="list-style-type: none"> <li>Installed idle reduction retrofits on 93 emergency vehicles operated by fire districts in our jurisdiction.</li> <li>Completed Interstate Distributor project, replacing ten heavy-duty diesel trucks with trucks that run entirely on liquefied natural gas.</li> <li>These projects, initiated before adoption of the strategic plan, were not neighborhood-based. Neighborhood-based projects await advancement of relationships with “highly impacted communities.”</li> </ul>	

-  Essentially complete (for good)
-  Strong progress
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<b>C. Reduce emissions from maritime activities.</b>	
1) Fulfill our commitments under the Northwest Ports Clean Air Strategy. <ul style="list-style-type: none"> <li>Contributed to the 2013 Northwest Ports Clean Air Strategy progress report.</li> </ul>	
2) Reduce emissions in highly impacted communities (e.g. dray truck emissions). <ul style="list-style-type: none"> <li>Replaced 119 Port of Seattle dray trucks under ScRAPs2 program, using grant funds provided to the Port of Seattle and worked with the Port's grantors to redesign the program's incentives to appeal to more truck owners.</li> <li>Began preparation to expand ScRAPs3 program to include Port of Tacoma and accept additional funds.</li> <li>Continued Port of Seattle natural gas truck conversion pilot project but experienced many technical and project-management challenges.</li> </ul>	
3) Reduce emissions from high-emitting sources over which ports and other agencies have less influence (e.g. locomotives and harbor vessels). <ul style="list-style-type: none"> <li>Replaced 14 auxiliary engines on 7 harbor vessels under a grant-funded rebate program.</li> <li>Replaced engines on Duwamish tug.</li> </ul>	







<b>D. Influence and advocate for policy and regulatory improvements.</b>	
1) Evaluate potential for legislative, rule or policy improvements (federal, state or local) that would benefit highly impacted communities. <ul style="list-style-type: none"> <li>No progress was planned for FY15.</li> </ul>	
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. <ul style="list-style-type: none"> <li>Produced accessible summary of health risks of traffic-related air pollution and near-roadway disparities and shared with initial partners.</li> <li>Waiting for release of upcoming CDC and NIH reports as strategic opportunity to disseminate information about developmental health risks.</li> </ul>	






-  Essentially complete (for good)
  Strong progress
  Moderate progress
-  Delayed or in trouble
  Not completed and no longer pursuing
  Not yet timely







**Objective 1.3: Reduce emissions and exposures from wood smoke and outdoor burning**



**Very strong progress:** Called, communicated and enforced burn ban, particularly in the Tacoma-Pierce County fine particle nonattainment area. Removed more than 1000 uncertified wood stoves from the area. Secured re-designation of the area to attainment status. Conducted temporary wood smoke monitoring studies in Algona, Auburn, Shoreline, Lake Forest Park, Lynnwood, Monroe, Sultan, Index and Skykomish. Evaluated reasonable alternatives to residential outdoor burning outside the Urban Growth Area.


<b>A. Restore healthy air to the Tacoma-Pierce County nonattainment area.</b>	
<p>1) Actively enforce air quality burn bans.</p> <ul style="list-style-type: none"> <li>Called burn bans including all or part of 14 calendar days in the area.</li> <li>Deployed smoke observers during burn bans.</li> <li>Issued 352 notices of violations for visible emissions/opacity, and from those issued, 214 civil penalties. Of those penalties, resolved 80% through settlement agreements or payment.</li> <li>Processed 211 No Other Adequate Source of Heat (NOASH) applications (in the area), and approved 139.</li> </ul>	
<p>2) Continue incentives for the removal or replacement of uncertified, high-polluting wood stoves, including the 2015 removal requirement.</p> <ul style="list-style-type: none"> <li>Removed more than 1000 uncertified wood stoves under the wood stove program, including low-income and regular replacements, and in-home and drop-off removals.</li> <li>Secured 15-17 biennium funding for wood stove programs in state capital budget and applied for funds in early FY16.</li> <li>Raised public awareness in preparation for 2015 uncertified stove removal rule.</li> <li>Conducted a crowdsourcing challenge to solicit viable wood stove retrofit technology that could be used on existing uncertified wood stoves.</li> </ul>	
<p>3) Raise awareness, participation and compliance through outreach and education.</p> <ul style="list-style-type: none"> <li>Conducted timely outreach for all burn bans.</li> <li>Launched the Burn Ban 411 app for use throughout the entire jurisdiction.</li> <li>Delivered "Air On the Safe Side" campaign and other Smoke Reduction Zone (SRZ) collateral, materials, videos, etc.</li> <li>Significantly reduced advertising and creative costs for "Air on the Safe Side" campaign by bringing the planning, design, production and placement of campaign advertisements in-house.</li> <li>Negotiated and placed media advertising throughout SRZ</li> <li>Expanded our social media presence and dialogue.</li> </ul>	
<p>4) With Ecology, secure re-designation of the nonattainment area to attainment status.</p> <ul style="list-style-type: none"> <li>Secured re-designation to attainment status.</li> </ul>	


-  Essentially complete (for good)
-  Strong progress
-  Moderate progress
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<b>B. Reduce wood smoke pollution in other highly impacted communities that experience unhealthy levels.</b>	
<p>1) Call and enforce air quality burn bans throughout our region, using enhanced techniques piloted in Tacoma/Pierce County.</p> <ul style="list-style-type: none"> <li>Called burn bans in King or Snohomish counties including all or part of 17 calendar days, including our first-ever “Darrington only” burn bans, and conducted timely outreach, including burn ban app.</li> <li>Created and began to publicize a burn ban text messaging service for Darrington residents.</li> <li>Deployed smoke observers during burn bans.</li> <li>Evaluated smoke observations and took appropriate enforcement actions.</li> <li>Processed 105 NOASH applications (outside the SRZ), and approved 87.</li> </ul>	
<p>2) Identify communities with high 24-hour wood smoke levels using monitoring, modeling, or complaint analysis.</p> <ul style="list-style-type: none"> <li>Conducted temporary fine particle monitoring study in Algona and Auburn to confirm that these south King County communities experience elevated PM2.5 levels in the winter heating season.</li> <li>Conducted temporary fine particle monitoring along Highway 2 in Monroe, Sultan, Index and Skykomish.</li> <li>Conducted temporary fine particle monitoring in Shoreline, Lake Forest Park, Lynnwood.</li> <li>Identified candidate “highly impacted communities” and selected four to approach first. Auburn/Algona is the most likely to have wood smoke concerns.</li> </ul>	
<p>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.</p> <ul style="list-style-type: none"> <li>Began engaging with residents and stakeholders in "highly impacted communities." Brought contextual knowledge to the conversations while continually listening for concern about other air quality issues from the community. Auburn/Algona is most likely of the four to identify wood smoke as an issue, but none have to date.</li> </ul>	
<p>4) Secure incentives to encourage the removal or replacement of uncertified, high-polluting wood stoves in these communities.</p> <ul style="list-style-type: none"> <li>Secured 15-17 biennium funding for wood stove programs in state capital budget and applied for funding for Algona/Auburn in early FY16.</li> <li>Extended partial wood stove program (drop-off recycling only) to Pierce County outside SRZ using Ecology grant funds that were designed to reduce emissions of polycyclic aromatic hydrocarbons (PAHs) that deposit in Puget Sound. This area is not considered a “highly impacted community” candidate.</li> </ul>	
<p>5) Influence and implement cleaner federal, state or local wood heater emission standards.</p> <ul style="list-style-type: none"> <li>Commented on EPA’s proposed and finalized strong wood heater New Source Performance Standards.</li> </ul>	


-  Essentially complete (for good)
-  Strong progress
-  Moderate progress
-  Delayed or in trouble
-  Not completed and no longer pursuing
-  Not yet timely


C. Minimize pollution from outdoor fires.	
1) Evaluate alternatives to outdoor burning. If warranted, develop rulemaking to reduce residential yard waste burning.	
<ul style="list-style-type: none"> <li>• Briefed elected officials about reasonable alternatives to residential outdoor burning outside the Urban Growth Area.</li> <li>• Evaluated reasonable alternatives using WAC guidance, information gathered, and geographic information systems (GIS).</li> <li>• Began consulting stakeholders in late FY15.</li> </ul>	
2) Minimize illegal outdoor burning through education, partnering with fire districts, and enforcement.	
<ul style="list-style-type: none"> <li>• Partnered with over 40 fire districts on activities including joint inspections, enforcement issues, updating agreements, and communications.</li> <li>• Delivered outdoor burning outreach support and materials to partners as needed.</li> </ul>	


 Essentially complete (for good)

 Strong progress

 Moderate progress

 Delayed or in trouble


 Not completed and no longer pursuing


 Not yet timely










**Objective 1.4: Prevent, reduce and control emissions and exposure from significant stationary sources of air pollution**


**Strong progress:** Learned how to use infrared camera for compliance purposes. Conducted asbestos outreach to Spanish-speaking day laborers. Completed compliance strategic projects, including developing emission factors for commercial compost operations, compliance strategies for reciprocating internal combustion engines, and communication tools to respond to inquiries about wood fired commercial cooking. Received delegation for federal dry cleaners rule from EPA, and developed and continued to implement compliance assistance program and training for dry cleaners. Identified and communicated regulatory requirements for marijuana facilities. Presented auto body regulatory workshops. Continued efforts to update the compliance database. Considered highly impacted communities in making annual inspection assignments.


<b>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>	
<ul style="list-style-type: none"> <li>• Completed transition to new EPA emissions reporting system, ICIS Air.</li> <li>• Continued to implement new EPA policies on High Priority Violations (HPV) and Federally Reportable Violations (FRV).</li> <li>• Continued efforts to update agency’s compliance database.</li> <li>• Continued to develop and improve problem solving and compliance project tools.</li> </ul>	


<b>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.</b>	
<ul style="list-style-type: none"> <li>• Continued to consider “highly impacted communities” report information in making annual inspection assignments, and in other compliance work.</li> <li>• Updated agency Compliance Manual.</li> <li>• Partnered with Northwest Clean Air Agency and learned how to use infrared camera for compliance purposes, per EPA grant.</li> </ul>	


<b>C. Limit asbestos emissions and exposure from projects, renovations and demolitions through education, enforcement and partnerships.</b>	
<ul style="list-style-type: none"> <li>• Developed communications strategies and policies to reduce harmful emissions after disasters.</li> <li>• Conducted asbestos outreach to Spanish-speaking day laborers.</li> <li>• Continued ongoing efforts to limit asbestos emissions and exposure.</li> </ul>	


-  Essentially complete (for good)
-  Strong progress
-  Moderate progress
-  Delayed or in trouble
-  Not completed and no longer pursuing
-  Not yet timely







<b>D. Control and reduce pollution from business activities through our registration program.</b>	
<ul style="list-style-type: none"> <li>• Developed emission factors for commercial compost operations and communicated this information to affected facilities and others.</li> <li>• Received delegation for federal dry cleaners rule from EPA, and developed and continued to implement compliance assistance program and training for dry cleaners.</li> <li>• Inspected facilities that may have RICE engines and determined further compliance approaches to implement federal rule.</li> <li>• Developed communications tools to better equip staff to respond to inquiries related to wood fired commercial cooking.</li> <li>• Continued to evaluate and ensure compliance by gas stations.</li> </ul>	

<b>E. Identify and require appropriate emission control technologies through the new source review process.</b>	
<ul style="list-style-type: none"> <li>• Identified and communicated regulatory requirements for marijuana facilities.</li> <li>• Issued 26 auto body general regulatory orders.</li> </ul>	

<b>F. Implement the federal air operating permit program to regulate larger, more complex stationary sources of air pollution.</b>	
<ul style="list-style-type: none"> <li>• Continued ongoing efforts to implement the air operating permit program.</li> </ul>	

<b>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.</b>	
<ul style="list-style-type: none"> <li>• Continued follow up steps related to community odor monitoring project.</li> </ul>	

<b>H. Build relationships, educate and engage with communities about the health risks of air quality issues of interest.</b>	
<ul style="list-style-type: none"> <li>• Presented auto body regulatory workshops at 2 community colleges, and extended training offer to others. Posted training materials on web site.</li> <li>• Continued current efforts to build relationships and engage with communities, including Casa Latina/big box stores, Mexican Consulate, Spanish radio show.</li> <li>• Interacted with Seattle Georgetown residents about emissions and dust issues. Efforts included frequent inspections, working with other local agencies, and setting up monitors at three residents' homes.</li> </ul>	

-  Essentially complete (for good)
-  Strong progress
-  Moderate progress
-  Delayed or in trouble
-  Not completed and no longer pursuing
-  Not yet timely

**I. Encourage communities to meaningfully participate in, and share feedback about, agency permitting processes.**

- Evaluated potential best practices to engage the public in permitting processes. Decided to focus on internal recommendations to develop and solidify shared understandings and values regarding community engagement and environmental justice.



✓ Essentially complete (for good)

👍 Strong progress

~ Moderate progress

🗨️ Delayed or in trouble




✗ Not completed and no longer pursuing

🕒 Not yet timely

**Objective 1.5: Characterize and communicate air quality throughout the region, with the active participation of the public**

**Very strong progress:** Monitored and reported fine particle concentrations, and other parameters, across the region. Conducted temporary monitoring studies in over a dozen locations in three counties. Provided monthly air quality summary information to Seattle Duwamish (South Park and Georgetown) and Seattle Chinatown/International District “highly impacted communities.”

<b>A. Employ a variety of tools to characterize and improve our understanding of air pollution, its sources, and impacts across our four counties.</b>	
<p>1) Review and optimize our long-term monitoring network, which measures compliance with health-based National Ambient Air Quality Standards.</p> <ul style="list-style-type: none"> <li>• Monitored fine particle concentrations, and other parameters, across the region.</li> <li>• Decommissioned Seattle Olive St. and Queen Anne fine particle monitoring sites and discontinued Tulalip monitoring contract.</li> <li>• Conducted a winter PM2.5 study in Shoreline/Lake Forest Park/Lynnwood to identify potential redundancies within our network.</li> </ul>	👍
<p>2) Use emissions inventories and models to map air pollution, estimate health effects and public health economic impact, and predict future changes.</p> <ul style="list-style-type: none"> <li>• Initiated comprehensive transportation emissions inventory &amp; scenario forecasting project (with Ecology and PSRC).</li> <li>• Reviewed ozone modeling studies.</li> <li>• Built expertise in health effects analysis.</li> </ul>	~
<p>3) Broaden our knowledge of environmental impacts of air pollution (e.g. air deposition).</p> <ul style="list-style-type: none"> <li>• Developed staff understanding of environmental impacts of air pollution, and in particular provided comprehensive review for King County’s supplemental bulk deposition report.</li> <li>• Began participation in Green/Duwamish Watershed Strategy.</li> </ul>	~
<p>4) Identify and prioritize highly impacted communities of combined high air pollution exposure and socio-economically disadvantaged populations for additional characterization.</p> <ul style="list-style-type: none"> <li>• Identified candidate “highly impacted communities” and selected four to approach first: Seattle Duwamish, Seattle Chinatown/International District, Tukwila Allentown, and Auburn/Algona.</li> </ul>	✓
<p>5) Monitor in more places beyond our long-term trend network, using new technologies and focusing on highly impacted communities.</p> <ul style="list-style-type: none"> <li>• Conducted Seattle Chinatown/International District “near-roadway” temporary and mobile monitoring study. Ensured residents and businesses were aware of results and potential next steps.</li> <li>• Conducted ozone “mini” study in Auburn, Enumclaw, Graham, Kent, Maple Valley, Orting, Puyallup, Seattle and Tacoma, that explored ozone and precursor levels using new sensor technology.</li> <li>• Conducted temporary winter wood smoke monitoring studies in Algona, Auburn,</li> </ul>	👍

 Essentially complete (for good)     
  Strong progress     
 ~ Moderate progress  
 Delayed or in trouble     
 ✗ Not completed and no longer pursuing     
 ⌚ Not yet timely

<p>Shoreline, Lake Forest Park, Lynnwood, Monroe, Sultan, Index and Skykomish, using new sensor technology.</p> <ul style="list-style-type: none"> <li>• Designed community monitoring project and Monitoring for Communities STAR grant proposal (unsuccessful) in consultation with Tukwila Allentown community.</li> <li>• Designed and submitted air toxics monitoring proposal in consultation with the Seattle Chinatown/International District community.</li> <li>• Conducted a small particle count study in Georgetown in response to residents' concerns.</li> </ul>	
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<b>B. Share and communicate air quality information.</b>	
<p>1) Forecast and communicate daily air quality, with the goal of tailoring forecasts to progressively smaller areas of our region to increase their relevancy.</p> <ul style="list-style-type: none"> <li>• Reported fine particle concentrations, and other parameters, across the region in annual data summary and on website.</li> <li>• Forecasted air quality at current spatial and temporal resolution.</li> <li>• Secured IT resources to update forecasting and public air quality display tools.</li> </ul>	👍
<p>2) Build relationships with highly impacted communities to learn about their air quality concerns and priorities.</p> <ul style="list-style-type: none"> <li>• Began engaging with residents and stakeholders in "highly impacted communities." Brought contextual knowledge to the conversations while continually listening for concern about other air quality issues from the community.</li> <li>• Met with International District leaders to discuss air quality concerns, and ran monthly air quality reports in the local newspaper.</li> </ul>	👍
<p>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.</p> <ul style="list-style-type: none"> <li>• Provided monthly air quality summary information to Seattle Duwamish (South Park and Georgetown) and Chinatown/International District communities.</li> </ul>	👍

<b>C. Build and leverage partnerships to pool collective knowledge and resources to deliver the strategies above.</b>	
<ul style="list-style-type: none"> <li>• Continued to engage AIRQUEST, UW and others, including while developing project and grant proposals.</li> </ul>	👍

- ✓ Essentially complete (for good)
- 👍 Strong progress
- ~ Moderate progress
- 👎 Delayed or in trouble
- ✗ Not completed and no longer pursuing
- 🕒 Not yet timely

**Objective 1.6: Reduce inequities in air pollution exposure**

**Strong progress:** Identified candidate “highly impacted communities” and began engaging with four: Seattle Duwamish, Seattle Chinatown/International District, Tukwila Allentown, and Auburn/Algona. In addition to advancing our own projects, assisted Duwamish River Cleanup Coalition in designing indoor air filtration project.

<b>A. Identify locations of greatest disparity (“highly impacted communities”) where we can address relevant air quality concerns.</b>	
<ul style="list-style-type: none"> <li>Identified candidate “highly impacted communities” and selected four to approach first: Seattle Duwamish, Seattle Chinatown/International District, Tukwila Allentown, and Auburn/Algona.</li> </ul>	✓
<b>B. Develop equity guidelines for prioritizing where we should focus our efforts.</b>	
<ul style="list-style-type: none"> <li>Developed “highly impacted communities” screening tool and communicated how we intend to apply it in our work.</li> <li>Improved version 2 of Community Air Tool to support deeper community analyses.</li> <li>Provided the Community Air Tool to a community in a pilot project in King County.</li> <li>Deferred making Community Air Tool and other georeferenced information publicly interactive on our website.</li> </ul>	👍
<b>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.</b>	
<ul style="list-style-type: none"> <li>Began engaging with residents and stakeholders in “highly impacted communities.” Brought contextual knowledge to the conversations while continually listening for concern about other air quality issues from the community</li> <li>Contributed to development of Duwamish River Cleanup Coalition collaborative problem-solving agreement (under EPA grant).</li> </ul>	👍
<b>D. Building on community engagement, design and implement programs to reduce exposure and disparity.</b>	
<ul style="list-style-type: none"> <li>Actively participated/partnered with the Duwamish River Cleanup Coalition through EPA collaborative problem-solving agreement.</li> <li>Assisted Duwamish River Cleanup Coalition in designing indoor air filtration project.</li> <li>With most candidate “highly impacted communities” we are still developing relationships.</li> </ul>	~

- ✓ Essentially complete (for good)
- 👍 Strong progress
- ~ Moderate progress
- 👎 Delayed or in trouble
- ✗ Not completed and no longer pursuing
- 🕒 Not yet timely





**GOAL TWO: BECOME THE MOST CLIMATE-FRIENDLY REGION IN THE UNITED STATES**


**Objective 2.1 Reduce emissions of greenhouse from transportation**


**Mixed bag:** Several state policy proposals were unsuccessful. Provided technical assistance to fleets through Clean Cities Coalition. Delivered several Clean Cities events, including EV charging policy at work event and recognition dinner. Strengthened Clean Cities program infrastructure and outreach.


<b>A. Secure the adoption of state and local carbon-reducing policies.</b>	
1) Influence and achieve the implementation of a clean fuel standard in Washington. <ul style="list-style-type: none"> <li>• Advocated for clean fuel standard but under Legislative pressure the Governor elected not to pursue it.</li> <li>• Estimated air pollutant cobenefits of a clean fuel standard.</li> </ul>	<b>X</b>
2) Influence and achieve other policies and incentives that support investment in electric vehicles and renewable fuels. <ul style="list-style-type: none"> <li>• Successfully advocated for extension of electric / alternative fuel vehicle sales tax exemption, tax credit for commercial alternative fuel vehicles, and Electric Vehicle Infrastructure Bank.</li> <li>• Contributed to development of local government fleet alternative fuel vehicle rule.</li> <li>• Contributed to Joint Transportation Committee sustainable EV infrastructure study.</li> <li>• Contributed to WSDOT development of action plan to advance electric vehicle use.</li> <li>• Contributed to Ecology review of clean car law. Legislative proposal to add zero emission vehicle requirement did not advance.</li> <li>• Assisted King County-Cities Climate Collaborative’s strategy to reduce greenhouse gases from transportation.</li> </ul>	~


<b>B. Target vehicle and infrastructure projects that accelerate regional uptake of electric vehicles and renewable fuels.</b>	
1) Support investment in electric vehicles and renewable fuels, increase acceptance and eliminate barriers to adoption. <ul style="list-style-type: none"> <li>• Western Washington Clean Cities Coalition stakeholders helped avoid use of 19 million gallons of gasoline in calendar 2014, and emission of 97,000 tons of greenhouse gases.</li> <li>• Assisted fleets in bidding biodiesel contracts. Two successful contracts have demonstrated improved market conditions.</li> <li>• Reported against, and closed, American Reinvestment and Recovery Act grant.</li> <li>• Applied for funding for electric vehicle infrastructure at Olympic National Park.</li> <li>• Sought funding for EV ground-support equipment at SeaTac Airport to replace diesel-fueled equipment.</li> </ul>	👍
2) Educate public and private sector fleets about electric vehicles and renewable fuels in our region, sharing information and lessons learned, as appropriate.	👍




 Essentially complete (for good)     
  Strong progress     
 ~ Moderate progress  
 Delayed or in trouble     
 **X** Not completed and no longer pursuing     
  Not yet timely





<ul style="list-style-type: none"> <li>• Provided technical assistance to fleets through Clean Cities Coalition.</li> <li>• Initiated development of local government roadmap to prepare for 2018 vehicle biofuel/electricity requirements.</li> <li>• Exited Evergreen Fleets program.</li> </ul>	
<p>3) Gather consumer input and facilitate public education about electric vehicles and cleaner fuels through partnerships and community collaboration.</p> <ul style="list-style-type: none"> <li>• Planned only limited work in FY15.</li> </ul>	

<b>C. Inventory regional transportation greenhouse gas emissions to guide efforts and measure success.</b>	
<ul style="list-style-type: none"> <li>• Estimated air pollutant cobenefits of a clean fuel standard.</li> <li>• Initiated comprehensive transportation emissions inventory &amp; scenario forecasting project (with Ecology &amp; PSRC).</li> <li>• Provided resources to King County as they initiated their emissions inventory.</li> </ul>	

<b>D. Motivate people to make more climate-friendly choices through education and outreach.</b>	
<ul style="list-style-type: none"> <li>• No deliverables were planned for FY15.</li> </ul>	

<b>E. Host and strengthen our support of the Western Washington Clean Cities Coalition.</b>	
<ul style="list-style-type: none"> <li>• Launched new Coalition web site.</li> <li>• Finalized Coalition strategic plan, annual operating plan.</li> <li>• Increased membership 20 per cent from January 2014 to April 2015.</li> <li>• Began development of member care plan.</li> <li>• Delivered several Clean Cities events, including EV charging policy at work event and recognition dinner.</li> </ul>	

<b>F. Influence regional transportation planning to advance low-carbon transportation infrastructure and policies.</b>	
<p>1) Advocate a climate-friendly regional growth strategy.</p> <ul style="list-style-type: none"> <li>• Engaged in 2018 Transportation 2040 update process.</li> </ul>	
<p>2) Advocate strong multi-passenger vehicle, transit, bicycle and pedestrian infrastructure.</p> <ul style="list-style-type: none"> <li>• Engaged in 2018 Transportation 2040 update process.</li> </ul>	
<p>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.</p> <ul style="list-style-type: none"> <li>• Worked with PSRC to improve CMAQ project emissions estimation tools.</li> <li>• Began work with PSRC to strengthen CMAQ project selection criteria.</li> </ul>	



- ✓ Essentially complete (for good)
-  Strong progress
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**EXCELLENCE IN ACTION: EMPLOY THE BEST PEOPLE, POLICIES & PRACTICES TO ACHIEVE OUR WORK**

**Objective 3.1: Attract, retain and inspire exceptional staff**

**Moderate Progress:** Initiated *Visit Your Future*, an agency and student engagement opportunity to connect with the communities we serve and ultimately build a pipeline of female and persons of color candidates for future recruitments, with Bellevue, Seattle Central and Highline Colleges.

<b>A. Promote the Agency as an employer of choice in the Puget Sound region.</b>	
<ul style="list-style-type: none"> <li>FY15 deliverables were not defined pending filling of the HR Manager position.</li> <li>Initiated partnerships with colleges, Human Resources associations, other networks.</li> </ul>	
<b>B. Use the full range of financial and workplace motivators to attract and retain quality staff.</b>	
<ul style="list-style-type: none"> <li>Recruited Human Resources Manager, 2 Communications Specialists, Air Monitoring Specialist II, .NET Developer (Term).</li> <li>At the Board's direction, conducted salary survey for Executive Director and managers.</li> </ul>	~
<b>C. Support continuous development for every staff member, ensuring high performance and satisfaction.</b>	
<ul style="list-style-type: none"> <li>Continued to offer Career Development Tuition and Training Reimbursement Program.</li> </ul>	~
<b>D. Continue Agency policies, processes and practices that instill a culture of respect and inclusiveness for all efforts and viewpoints.</b>	
<ul style="list-style-type: none"> <li>Provided a range of monthly equity workshops for staff development.</li> </ul>	
<b>E. Ensure our staff at all levels increasingly reflects the diversity of our region.</b>	
<ul style="list-style-type: none"> <li>Continued awareness of implicit bias in hiring processes.</li> <li>Advertised recruitments broadly.</li> </ul>	~
<b>F. Develop program partnerships, fellowship and internship opportunities with institutions and organizations throughout our region.</b>	
<ul style="list-style-type: none"> <li>FY15 deliverables were not defined pending filling of the HR Manager position.</li> <li>Initiated <i>Visit Your Future</i>, an agency and student engagement opportunity.</li> <li>Initiated partnerships with colleges, Human Resources associations, other networks.</li> <li>Engaged with Doris Duke Conservation Scholars Program at University of Washington.</li> </ul>	~

 Essentially complete (for good)     
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**Objective 3.2: Develop a culture that integrates environmental justice and equity principles into our day-to-day work and decisions**

**Making Headway:** Dedicated effort and intentionality to provide a range of opportunities for staff and managers. The goal was to understand what equity and injustice look like, and how we might apply equity considerations into our day-to-day work. Developed early examples of what we expect of ourselves in terms of equity awareness and application, e.g. establishing a cross-functional “highly impacted community” collaborative engagement team, hosting monthly training sessions dedicated to management development.

**A. Establish an equity review process for agency decisions, including potential for disparate impacts or unintended consequences.**

- No deliverables were planned for FY15.



**B. Develop and maintain the internal infrastructure, processes and staff development necessary to support an environmental justice and equity culture.**

- Launched management leadership development workshop series exploring equity, cultural competence and practical application.
- Provided a range of monthly equity workshops for staff development.
- Established a cross-functional engagement team dedicated to collaborative work around our “highly impacted communities.”
- Included equity and environmental justice goals in staff planning documents.
- Incorporated equity prompts and discussion during departmental meetings.



Essentially complete (for good)     
 Strong progress     
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**Objective 3.3 Engage in meaningful dialogue and outreach with all sectors of the public**

**Strong Progress:** Launched redesigned agency website and Burn Ban 411 application. Worked with regional and national media on several air quality issues, including the Georgetown dust issue, wildfires, burn bans/wood smoke, monitors on bike-to-work participants. Began consistent outreach and partnership development with several organizations in highly impacted communities. Transitioned to providing records to the public in electronic format primarily (instead of paper), which also improved efficiency of record access for staff.

<b>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>	
<ul style="list-style-type: none"> <li>• Launched redesigned agency website.</li> <li>• Technology platforms provided infrastructure availability 100 percent of the time.</li> <li>• Continued to expand social media presence and dialogue.</li> <li>• Launched the Burn Ban 411 app to the entire jurisdiction.</li> <li>• Chaired NACAA Public Education &amp; Outreach Committee.</li> </ul>	👍
<b>B. Broaden our community connections by building new, and strengthening existing relationships with partner organizations and involving them in our outreach.</b>	
<ul style="list-style-type: none"> <li>• Began developing partnerships with several organizations in “highly impacted communities” to involve in our outreach and community engagement.</li> <li>• Continued to adjust and develop outreach to identified partners to keep them in touch with our actions and increase awareness.</li> </ul>	~
<b>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.</b>	
<ul style="list-style-type: none"> <li>• Delivered presentations in Pierce, King, Kitsap and Snohomish Counties.</li> <li>• Participated in community-based events, both related to health &amp; climate objectives and to raise visibility and awareness of agency.</li> </ul>	~
<b>D. Actively seek out local media coverage of air quality issues.</b>	
<ul style="list-style-type: none"> <li>• Worked with media on several air quality issues, including the Georgetown dust issue, wildfires, burn bans/wood smoke, monitors on bike-to-work participants, etc.</li> </ul>	👍

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**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.**

- Continued to expand social media presence and dialogue.
- Used and developed appropriate tools to enhance dialogue with public. Looked for non-traditional ways to reach public, including expanding the burn ban 411 app, and increased use of text messaging.
- Evaluated potential best practices to engage the public in permitting processes. Decided to focus on internal recommendations to develop and solidify shared understandings and values regarding community engagement and environmental justice.



**F. Identify highly impacted communities and develop effective mechanisms to mutually engage with them on air quality education and issues.**

- Identified candidate “highly impacted communities” and selected four to approach first: Seattle Duwamish, Seattle Chinatown/International District, Tukwila Allentown, and Auburn/Algona.
- Developed effective mechanisms, timing and tools to engage “highly impacted communities.”



**G. Respond to our public’s questions and concerns with exemplary customer service.**

- Regularly responded to inquiries from our public.



**H. Provide the public and our staff with better access to agency records by completing the transition to an online, electronic storage system.**

- Transitioned to providing records to the public in electronic format primarily (instead of paper), which also improved efficiency of record access for staff.



Essentially complete (for good)     
 Strong progress     
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**Objective 3.4: Build the agency's long-term financial strength and ensure accountability**

**Strong progress:** Secured 2016 per capita assessment increase. Secured and integrated several new grants. Established general fund reserve account (not yet funded). Implemented efficiency measures, e.g. improved time tracking, paperless pay stubs, in-house media procurement. Attained clean audits.

<b>A. Maintain and expand diverse funding sources matched to priorities.</b>	
<ul style="list-style-type: none"> <li>• Secured 2016 per capita increase, based on demonstrating value to jurisdictions.</li> <li>• Supported customized billing and reporting for our grantors through timely reporting, by converting to the Department of Ecology's grant application/billing/reporting system, and by providing special reporting to grantors.</li> <li>• Integrated DERA and 2015 CMAQ funds into ScRAPs2 program.</li> <li>• Secured 15-17 biennium funding for wood stove programs in SRZ and beyond.</li> <li>• Applied for toxics monitoring grant in Seattle's Chinatown/International District.</li> <li>• Applied for grant to reimburse airlines at SeaTac Airport that replace diesel-fueled ground-support equipment with electric equipment.</li> <li>• Unsuccessfully sought two additional grants.</li> </ul>	👍
<b>B. Maintain an appropriate level of discretionary funds to ensure flexibility, manage risks and provide for contingencies.</b>	
<ul style="list-style-type: none"> <li>• Established General Fund Reserve provision in FY16 Financial Policies.</li> <li>• Strengthened long-term financial forecasting by separately analyzing fee programs and non-fee programs projections.</li> </ul>	👍
<b>C. Manage cash flows (liquidity and receivable collections).</b>	
<ul style="list-style-type: none"> <li>• Established provision in FY16 Financial Policies to use civil penalty account balances to cover seasonal inter-month cash deficits.</li> </ul>	~
<b>D. Maximize efficiency by continually seeking creative ways to provide the highest level of service per dollar.</b>	
<ul style="list-style-type: none"> <li>• Developed new time tracking system.</li> <li>• Implemented electronic invoice scanning and retrieval.</li> <li>• Prepared to convert to paperless paystubs.</li> <li>• Significantly reduced advertising and creative costs for "Air on the Safe Side" campaign by bringing the planning, design, production and placement of campaign advertisements in-house.</li> <li>• Initiated review of purchasing policies.</li> <li>• Prepared for office lease negotiations, including determining productivity-enhancing and environmentally-friendly tenant improvements and working with our tenant representative to develop office layouts and cost projections.</li> </ul>	👍

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**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.**

- Attained clean audits for single federal, accountability, financial reporting, retirement systems reporting and Title V audits.
- Improved financial controls through internal audits of contracts, purchasing activities and grant subrecipients.
- Provided contract training.
- Prepared risk analysis for audit reporting.
- Provided consistent, timely and meaningful financial performance reporting.
- Increased participation in government finance associations.



**F. Ensure fee-based programs cover the costs of administering them.**

- Strengthened long-term financial forecasting for the fee programs.
- Provided consistent, timely and meaningful financial performance reporting.



Essentially complete (for good)



Strong progress



Moderate progress



Delayed or in trouble




Not completed and no longer pursuing





Not yet timely


**Objective 3.5: Be a model of environmental sustainability**







**Moderate progress:** Made incremental improvements, e.g. hazardous waste collection, paperless pay stubs. Continued to provide transit pass to staff.

A. Optimize our transportation choices to reduce emissions.	
<ul style="list-style-type: none"> <li>• Considered emissions when purchasing new vehicles.</li> <li>• Continued to provide transit pass to staff.</li> </ul>	

B. Reduce our use of resources such as paper, water and electricity through conservation and efficiency measures.	
<ul style="list-style-type: none"> <li>• Implemented hazardous waste collection.</li> <li>• Prepared to convert to paperless paystubs.</li> <li>• Prepared for office lease negotiations, including determining environmentally-friendly tenant improvements.</li> </ul>	

C. Procure safe and environmentally friendly products.	
<ul style="list-style-type: none"> <li>• Reviewed office supply purchasing practices for greening opportunities.</li> </ul>	

D. Find offset projects within the region to bring agency operations' net climate impact to zero.	
<ul style="list-style-type: none"> <li>• Restarted annual carbon footprint calculation.</li> <li>• The intent is to pursue offsets after minimizing our own emissions.</li> </ul>	

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