

OLYMPIC REGION CLEAN AIR AGENCY
2940 LIMITED LANE NW
OLYMPIA WA 98502

Regular Meeting

March 14, 2018
10:00 am

Be courteous – Please silence all cell phones

1. CALL TO ORDER

2. APPROVAL OF AGENDA (*action item*)
(Ask for any corrections, additions/omissions)

3. CHAIR REPORT

1. Chair to appoint members of Finance Committee
2. Chair to appoint members of a Personnel Committee

4. PUBLIC COMMENT

5. CONSENT AGENDA (*action item*)

1. Minutes of Regular Meeting, February 14, 2018
2. Expenditures and Disbursements – February 8, 2018 – March 8, 2018

6. RETREAT – Strategic Plan

1. See ORCAA Strategic Planning Meeting Agenda

7. ADJOURN

OLYMPIC REGION CLEAN AIR AGENCY
2940 Limited Lane NW
Olympia, Washington 98502

BOARD OF DIRECTORS MEETING

February 14, 2018

Members present: Jim Cooper, City of Olympia (Chair)
Cynthia Pratt, City of Lacey (Vice Chair)
Terri Drexler, Mason County (left at 1045am)
Lisa Ayers, Pacific County
Wes Cormier, Grays Harbor County
Mary Ellen Winborn for Randy Johnson, Clallam County
Kate Dean, Jefferson County (10:24am)
Joan Cathey, City of Tumwater
John Hutchings, Thurston County

Members absent:

Legal Counsel: Jeff Myers of Law, Lyman, Daniel, Kamerrer and Bogdanovich

Staff Present: Fran McNair, Executive Director; Robert Moody, Compliance Supervisor; Mark Goodin, Professional Engineer; Odelle Hadley, Senior Monitoring Technician; Dan Nelson, Public Information Officer; Lynn Harding, Administrative Services and Debbie Moody, Office Manager/Recorder

Cooper called the meeting to order at 10:02 a.m.

Cooper asked for approval of the Agenda. Ayers moved approval of the Agenda. The motion was seconded and carried unanimously.

CHAIR REPORT

Cooper noted the retreat is currently scheduled for March 14. Noting we already have two members that are unable to attend, Cooper asked if there were any other members that have conflicts with that date. There were none. The retreat will remain scheduled for March 14 at 10am until 2pm. D. Moody stated she would send the retreat details to the Board the week before. Coffee and lunch will be provided.

PUBLIC COMMENT

There were no comments from members of the public in attendance.

CONSENT AGENDA

Cooper asked for approval of the Consent Agenda. Ayers moved approval of the Consent Agenda. The motion was seconded and carried unanimously.

OLD BUSINESS

By-Laws – Proposed Updates, draft language

McNair reminded the Board they requested 2 changes to the language in the By-Laws. McNair made the changes by removing the item that allowed resolution changes to take place after the action and included options for attendance. Cooper noted there were no ramifications in the policy and asked the members if they had any comments. There was some discussion regarding the technology for video presence and whether we wanted the wording to state they will use it or they may use it. Ayers stated we should note the preference of the Board is to be physically at the meeting, then video presence over phone.

Cooper noted he had two concerns over the By-Laws in general. Cooper asked if the Board if they were open to having the staff add a section to the By-Laws noting a regular review, by a Board subcommittee. Cooper felt any changes to the By-Laws should be initiated by the Board, not the staff. Cooper suggested an 'every 3-year review' process and language stating any changes or amendments to the By-Laws will come through a Board subcommittee prior to coming to the full Board. Pratt agreed this would be a good addition to the By-Laws. Ayers noted 'every 3 years or as needed' would be good language. The Board agreed.

McNair stated she would update the draft and bring the By-Laws back for approval at the April Board meeting.

Cooper requested a motion for the proposed changes to the By-Laws. Hutchings moved approval of the changes. The motion was seconded and carried unanimously.

Personnel Policy Manual – Proposed Updates

McNair reminded the Board they reviewed the manual last month and we are now seeking approval of the updates. Cooper asked if there were additional discussion. Hutchings asked if there are provisions for abuse of sick leave. McNair stated there are, however it is in a different section of the manual and not part of the new updates.

Drexler moved approval of the updates to the Personnel Policy Manual. The motion was seconded and carried unanimously.

NEW BUSINESS

Review Draft Letter for LCB

McNair reminded the Board they had requested staff draft a letter to the Liquor and Cannabis Board requesting better communication regarding new cannabis businesses. Cooper added, about 4 months ago, at the Board's direction he had emailed Rick Garza and asked this question. Cooper noted the response from Garza was they need legislation in order to interact with local governments. Cooper felt we have already made the comment to the LCB and felt this letter should be directed to the legislature. After some discussion it was decided to have staff prepare the letter to be sent to all local legislators, environmental committee and commerce and gaming committee, copied to the LCB. McNair asked if the Board wanted individual signatures or just the Chair. The Board stated they would all like to sign. McNair stated she would prepare the letter for signatures for the March meeting.

Resolution #272 – Fiscal Year 2018 Budget Amendment

Harding explained we need to amend the budget to add \$36,193 for the new Community Air Toxics program. We anticipate receiving approximately \$359,000 over a three-year period. Dean requested Hadley give a summary on the new grant. After Hadley's summary, Cooper asked if staff can take on this project. Hadley noted the students will be doing the bulk of the work and she will be overseeing them and offering guidance.

Dean moved adoption of Resolution 272. The motion was seconded and carried unanimously.

Resolution #273 – Community-Scale Air Toxics Grant and Sole Source

Harding noted this is also part of the Air Toxics grant and we are seeking approval for a sole source. We need to hire a contractor to analyze the samples we provide. The contractor we need has been approved through EPA. This resolution will approve contracting with Eastern Research Group for \$160,000 for the analysis and the purchasing of supplies.

Cormier moved approval of Resolution #273. The motion was seconded and carried unanimously.

DIRECTOR'S REPORT

Compliance Program Update

R. Moody explained we have been permitting land clearing burns, throughout areas in our jurisdiction, for approximately 15 years. Sequim was permitting their own permits, however this year the local fire district has requested we end their agreement with us and we will take over permits in that area. R. Moody noted we did have to void a permit recently due to poor burning practices. We, along with the fire department, received several calls on the burn. We revoked the permit, letting them know they may be able to reapply in the future.

Engineering Program Update

Goodin explained the first five entries on the list are permits that have been delivered and of those, Aquatics is the biggest project. Goodin noted their permit basically doubles their size, however they do have appropriate control technology for their facility.

Air Quality Program Updates

Hadley went over the air quality for January. There were a few days of elevated PM2.5 in Lacey, Port Angeles and Shelton, she noted. Hadley noted the Purple Air Monitors are available to the public and the information is transferred to the map we showed at the last meeting. Hadley explained a new one popped up in Port Angeles near our site, there is one in Port Townsend and two in Thurston county. Typically, Hadley stated, they read about 2 to 3 times higher than the official monitors. Hadley stated she is a bit concerned and wants to be ready when the public starts questioning why their monitors are so different than ours. Hadley noted the answer is the Purple Air Monitors are calibrated to cigarette smoke, which is much finer than PM2.5. Also, we dry our particles, whereas the Purple Air Monitors do not and therefore don't account for moisture. Hadley did note the monitors are highly correlated with ours, just reading much higher. Hadley stated they are doing studies on the monitors. Dean requested the published paper for the monitors be sent to her. Hadley stated she would forward the published paper to the Board members.

Hadley stated we have installed new nephelometers at the Thurston County air quality site, as well as a Purple Air Monitor. She has been meeting with Evergreen State College to discuss the upcoming Air Toxics program and it appears they are currently calling references of the students they have chosen to work on the grant. Hadley will be presenting her talk on climate change and air quality at the library for the Oly Science Café group. Grant has been working on new data loggers for the upcoming Mason County Saturation Study.

Education and Outreach

Nelson added the Purple Air Monitors are an international business and are marketed internationally. Our

communicators group is strategizing how to get the word out that while the correlation is good, we want people to understand why the numbers are higher. Nelson stated he met with several HOAs to address their concerns and questions. Met with a Lacey HOA which straddles the city and UGA where those in the UGA can burn, those in the city cannot. Nelson stated the HOA was considering a policy in their bylaws to push people toward gas burning devices for recreational fires. Nelson explained he will be attending a home and garden show in Sequim this coming weekend and one of our other staff members will be attending the Port Townsend home show next month. In April, Nelson continued, we will cover the Master Builder's home show on Lacey.

Nelson stated he has completed his portion of the new website and passed it on to Grant for the technical portion and getting it launched.

Cathey asked what type of information is requested at the home shows. Nelson explained we get a lot of questions about asbestos and demolition. We also get question regarding outdoor burning.

Finance/Administrative Update

Harding stated we have received bids on the heating system for our new tenant and estimate the cost to be around \$4,200, which our current budget can cover. We are beginning to start the budget process for Fiscal Year 2019. Staff will be bringing a draft budget to the Finance Committee in April. The Finance Committee will bring a draft to the full Board in May for potential adoption. We do need to adopt the budget no later than our June meeting. Our current budget is on track, Harding noted.

Executive Director's Report

McNair explained Michael Grayum has agreed to facilitate our retreat. He is currently Yelm's City Administrator. McNair gave the Board a brief bio on Grayum. McNair did note Grayum will be working with our management staff and doing a SWOT analysis and is looking forward to the retreat. Drexler was concerned with timing of the strategic plan and budget. McNair explained we have a little flexibility with regards to timing as the budget doesn't have to be finalized until June, however, our goal is the concepts we have already identified should work within the budget. If the Board has additional items, we are confident we can incorporate them and make them work in time for the final budget.

Pratt suggested staff identify strategic plan goals on the Board Meeting Agendas, so the Board is more aware of what core goal is being addressed. Cathey verified with staff that we are currently operating under the 2012 Strategic Plan. McNair stated that was correct. Cathey asked if we are updating it. Cooper stated staff will be updating us on where they stand with the 2012 plan and then we will work toward a new plan. Cooper requested the Board read the 2012 plan and send any retreat questions or comments to McNair.

McNair noted there is not a lot going through the current legislation that affects us. She did note there is a nuisance composting bill (HB1590) which states if the facility was there before homes were built, those people who move in may not complain about nuisance odors. The capital budget was passed, McNair continued. There was \$2million allocated to the woodstove grant, McNair stated, and we have contacted Ecology to let them know we are interested in funds. We are not sure when the grant program will begin again as they recently hired a new person to oversee the program and they do not have the grant program applications prepared.

Another change that has come down from EPA, McNair continued, has to do with the 'once in always in' rule for Air Operating Permits (AOP). They have changed the ruling, so facilities can opt out of the program if their emissions are low enough. This could change at least 2 of our current AOP sources from major sources to synthetic minors. McNair explained a synthetic minor permit sets limits they must meet to stay below the threshold to keep from becoming a major source.

Drexler asked Cooper if there is time to go into Executive Session she would appreciate hearing from our attorney the arguments for the most recent court case. Myers noted the case is still pending so it would be appropriate for an Executive Session if the Board would like to discuss it.

EXECUTIVE SESSION

Cooper moved the Board go into Executive Session to discuss the current and pending litigation. The motion was seconded and carried unanimously. Cooper note the session would last 15 minutes. Cooper requested staff leave the meeting. Executive Session began at 1132am.

The Board reconvened at 1147am. No decisions were made.

FOR THE GOOD OF THE ORDER

There was nothing for the Good of the Order.

ADJOURNMENT

There was nothing further from the Board.

The meeting adjourned at 11:48 a.m.

CERTIFICATION

I hereby certify this is a true and correct copy of the minutes of the meeting of the ORCAA Board of Directors held on February 14, 2018, in Olympia, Washington.

ATTEST:

Francea L. McNair, Executive Director
Olympic Region Clean Air Agency

Jim Cooper, Chair
ORCAA Board of Directors

DATED: _____

OLYMPIC REGION CLEAN AIR AGENCY

2940 Limited Lane NW, Olympia WA 98502-6503

Board Approval of Expenditures, Disbursements, and Wire Transfers

SUBMITTED FOR THE PERIOD

February 8, 2018 through March 8, 2018

<i>Fund:</i>	<i>Warrant #'s:</i>	<i>Scheduled Payment Date:</i>	<i>Issue Amount</i>
6471			
	63007146 - 63007154	February 9	\$3,950.66
	63007155 - 63007178	February 23	\$23,778.00
	496026 - 496042	Payroll	\$111,604.00
	7461, 7466, 7469	Benefits	\$37,553.73
	Auto - Mo. Wire Transfer	T.C. Accounting Charge	\$535.09
	63007179 - 63007189	March 8	\$14,674.17
<i>Total Expenditures This Period:</i>			<u><u>\$192,095.65</u></u>

Included with Consent Agenda for Monthly Board of Directors Meeting.

OLYMPIC REGION CLEAN AIR AGENCY
2940 Limited Lane NW, Olympia WA 98502-6503
Check Register of Expenditures, Disbursements, and Wire Transfers
SUBMITTED FOR THE PERIOD
February 8, 2018 through March 8, 2018

Check #	Date	Payee	Cash Account	Amount
63007146	2/9/18	CADRE Inc.	10200	125.00
63007147	2/9/18	Comcast Cable Com., Inc.	10200	95.53
63007148	2/9/18	MinuteMan Press	10200	584.03
63007149	2/9/18	North Pacific Electric, Inc.	10200	1,440.11
63007150	2/9/18	Pacific Disposal	10200	59.58
63007151	2/9/18	Puget Sound Energy	10200	982.98
63007152	2/9/18	Sunrise Pest Management, Inc.	10200	78.61
63007153	2/9/18	Verizon Wireless, Bellevue	10200	234.82
63007154	2/9/18	West Park Owners Association, Inc.	10200	350.00
63007155	2/23/18	Lisa Ayers	10200	74.88
63007156	2/23/18	Bank of America	10200	4,389.33
63007157	2/23/18	Capital Business Machines, Inc.	10200	93.30
63007158	2/23/18	City of Olympia	10200	659.78
63007159	2/23/18	City of Olympia	10200	60.00
63007160	2/23/18	Terri Drexler	10200	20.71
63007161	2/23/18	Department of Ecology	10200	859.72
63007162	2/23/18	Grays Harbor County Fair	10200	170.00
63007163	2/23/18	Intermedia.net, Inc.	10200	272.91
63007164	2/23/18	Law, Lyman, Daniel,	10200	16,400.31
63007170	2/23/18	Mountain Mist Water	10200	37.36
63007171	2/23/18	Pacific County Department	10200	200.00
63007172	2/23/18	PUD #1 of Clallam County	10200	194.03
63007173	2/23/18	Tags Awards & Specialties	10200	20.67
63007174	2/23/18	Thurston County Sheriffs Office	10200	65.00
63007175	2/23/18	Thurston County Treasurer's Office	10200	4.72
63007176	2/23/18	WaveDivision Holdings, LLC	10200	122.30
63007177	2/23/18	Mary Ellen Winborn	10200	132.98
63007162V	2/23/18	Grays Harbor County Fair	10200	-170.00
63007178	2/23/18	Grays Harbor Co. Sheriff's Department	10200	170.00
Auto Transfer	2/28/18	Thurston County Accounting	10200	535.09
496026-496042	2/28/18	Salaries & Benefits	10200	149,157.73
63007179	3/8/18	Comcast Cable Com., Inc.	10200	307.82
63007180	3/8/18	Comcast Cable Com., Inc.	10200	95.53
63007181	3/8/18	Alarm Center, Inc.	10200	40.00
63007182	3/8/18	Department of Ecology	10200	10,559.43
63007183	3/8/18	Law, Lyman, Daniel,	10200	2,055.05
63007184	3/8/18	Mountain Mist Water	10200	30.29
63007185	3/8/18	Dan Nelson	10200	178.14
63007186	3/8/18	Puget Sound Energy	10200	1,024.48
63007187	3/8/18	Sunrise Pest Management, Inc.	10200	78.61
63007188	3/8/18	Verizon Wireless, Bellevue	10200	234.82
63007189	3/8/18	Katelyn Wright	10200	70.00
Total				192,095.65

Olympic Region Clean Air Agency

Vision Statement

All individuals in ORCAA's jurisdiction – especially children and the elderly – can live, work, and play in a healthful and clean environment, free from harmful and destructive effects of air pollution.

ORCAA

Mission Statement

We promote air quality and take actions that protects the health and welfare of people and the natural environment in ORCAA's jurisdiction (Clallam, Grays Harbor, Jefferson, Mason, Pacific, and Thurston Counties).

Olympic Region Clean Air Agency

2940-B Limited Lane NW

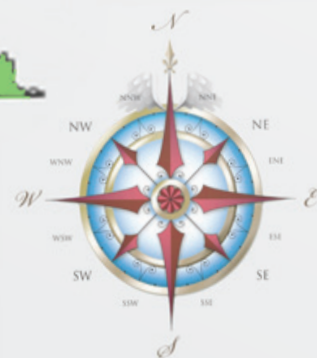
Olympia, WA 98502

www.ORCAA.org

Francea McNair
Executive Director



Strategic Plan
2012



Olympic Region Clean Air Agency Board of Directors



Craig Ottavelli,
Council Member
City of Olympia



ORCAA Chair



Terry Willis,
Commissioner
Grays Harbor
County



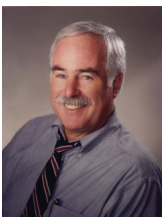
ORCAA Vice Chair



Dan DiGuilio,
Mayor
City of Port Angeles



Cynthia Pratt,
Council Member
City of Lacey



Mike Doherty,
Commissioner
Clallam County



Jon Kaino,
Commissioner
Pacific County



Phil Johnson,
Commissioner
Jefferson County



Karen Valenzuela,
Commissioner
Thurston County



Tim Sheldon,
Commissioner
Mason County



OLYMPIC REGION CLEAN AIR AGENCY

www.ORCAA.org ♦ 2940-B Limited Lane NW, Olympia, WA 98502 ♦ (360) 539-7610

Olympic Region Clean Air Agency

Strategic Plan

Executive Summary

This Strategic Plan of the Olympic Region Clean Air Agency provides guidance for ORCAA as it moves forward on its mission to promote clean air quality and protect the health and welfare of the people of ORCAA's region. This Strategic Plan presents ORCAA's vision for the future, including the programs and services to be provided, identifies necessary goals and objectives, evaluates the resources needed to achieve these goals, and describes how success will be measured.

The Plan provides the community, the ORCAA Board of Directors, and the staff with an opportunity to use foresight in dealing with expected changes in the regulatory environment rather than reacting to changes after they occur.



Vision Statement

All individuals in ORCAA's jurisdiction will live, work and play in a clean air environment. Individuals and communities are encouraged to make choices in their daily lives that promote clean air quality.

Mission Statement

We promote clean air quality and take actions that protect the health and welfare of the people and the natural environment in ORCAA's jurisdiction (Clallam, Grays Harbor, Jefferson, Mason, Pacific and Thurston counties).

STRATEGIC OBJECTIVES

The ORCAA Management Team identified seven strategic objectives the agency must address as it moves forward.

Reduce Wood smoke emissions by encouraging non-burning or cleaner burning alternatives for indoor heating and outdoor debris disposal.

***Summary:** Ensure residents and businesses have access to information, educational materials and options for replacement that are clear and easy to understand*

Provide incentives, resources and leadership to encourage professional development of staff and to improve the agency's performance.

***Summary:** Ensure that ORCAA staff have the skills and knowledge they need to meet the challenges that lie ahead. To assist with staff effectiveness, the agency will create a workplace that values a quality work life and provides the infrastructure and tools essential to support our employees.*

Protect air quality through implementation of Federal and State Laws and Regulations.

Summary: Take a proactive role in forming and influencing planning processes that affect air quality, climate, public health and sustainability. ORCAA can help protect public health by updating its monitoring network to enable monitoring in support of new EPA air quality standards for sulfur dioxide, nitrogen dioxide, ozone, carbon monoxide and particulate matter. The Cheeka Peak Observatory (CPO) supports EPA's NAAQS. The agency must also work with our sources and local communities to

put in place and enforce control technology under air toxics and criteria pollutant rules.

Maximize all resources within the authority of the Clean Air Act to achieve financial stability. Insure financial stability through implementation of efficiencies and optimized productivity.

Summary: Through the use of new technologies, streamlined processes and cost recovery, whenever possible, ORCAA staff will be more effective in conserving resources and reducing costs.

Improve the business climate through streamlining ORCAA's regulatory processes and working effectively with other entities.

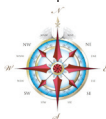
Summary: Make environmental information and the work of ORCAA more accessible, enhancing public access to information by harnessing new tools to foster community engagement.

Expand the existing monitoring network to appropriately characterize air quality.

Summary: Based upon stronger air quality standards, develop partnerships with the public and private sector increasing the monitoring network in populated areas or areas of concern.

General Objectives.

Summary: ORCAA must continue to innovate and evolve in its day-to-day operations to stay at the forefront of public service as a fiscally responsible government agency. Staff must increase knowledge base and continue to improve their professional skills to remain as the most qualified staff in the air quality business.





Olympic Region Clean Air Agency

Vision Statement

All individuals in ORCAA's jurisdiction – especially children and the elderly – can live, work, and play in a healthful and clean environment, free from harmful and destructive effects of air pollution.

ORCAA

Mission Statement

We promote air quality and take actions that protects the health and welfare of people and the natural environment in ORCAA's jurisdiction (Clallam, Grays Harbor, Jefferson, Mason, Pacific, and Thurston Counties).

Strategic Plan

This Strategic Plan of the Olympic Region Clean Air Agency provides guidance for ORCAA as it moves forward on its mission to promote clean air quality and protect the health and welfare of the people of ORCAA's region. This Strategic Plan presents ORCAA's vision for the future, including the programs and services to be provided, identifies necessary goals and objectives, evaluates the resources needed to achieve these goals, and describes how success will be measured.

The Plan provides the community, the ORCAA Board of Directors, and the staff with an opportunity to use foresight in dealing with expected changes in the regulatory environment rather than reacting to changes after they occur.

STRATEGIC OBJECTIVES

The ORCAA Management Team identified seven strategic objectives the agency must address as it moves forward.

– 1 –

Reduce Wood smoke emissions by encouraging non-burning or cleaner burning alternatives for indoor heating and outdoor debris disposal.

Summary: Ensure residents and businesses have access to information, educational materials, and options for replacement that are clear and easy to understand.

Wood smoke presents one of the greatest threats to air quality in our region, with residential burning both indoors and outdoors contributing to the problem. To minimize the wood smoke in communities, ORCAA staff needs to utilize a range of tools and programs.

Direct outreach and communications to specific public segments offer the best means of affecting changes. All program sections within ORCAA will use these tools as they tackle the wood smoke challenge.



To achieve this objective, ORCAA staff will focus on these areas:

- ◆ The Education and Outreach Section, working with the rest of the ORCAA Team, will continue to develop materials to be disseminated through public events and outreach, educating about alternatives to burning and cleaner burning techniques. This will be accomplished through workshops, public speaking and the dissemination of materials via electronic and traditional communication tools.
- ◆ The ORCAA Compliance Section will support the education and outreach efforts through stakeholder outreach, clinics, and one-on-one contact with businesses and citizen population.
- ◆ Staff will evaluate existing regulations and propose amendments or additions as needed for approval or revision by the Board of Directors, maintaining consistency with state and federal laws.

- ◆ Staff will look for opportunities to secure grants that offer opportunities to replace solid fuel burning devices with cost effective, efficient, clean energy sources.
- ◆ The Monitoring Section operates and maintains a continuous PM2.5 monitoring network, which – through the use of agency websites and other online tools – provides information about near-real-time air quality. PM2.5 is the most prevalent pollutant in wood smoke.
- ◆ ORCAA staff provides information and assistance to the public, whether they call or walk-in for service regarding burn permits, alternatives to burning as well as other business and residential issues.
- ◆ ORCAA staff responds to complaints about wood smoke in order to achieve behavior change. Compliance focuses first on education followed by compliance enforcement as necessary.

ORCAA's education and outreach efforts in this area will focus on providing information on health and environmental impacts of wood smoke while offering alternatives to outdoor

burning and cleaner burning options for home heating, including cleaner operation of wood stoves and efficient, clean, nonsolid fuel home heating systems such as the ductless heat pump.

The agency will coordinate efforts with other air quality agencies, community groups and associated stakeholder groups (i.e. patio and hearth associations, woodstove retailers, etc.) to host “how-to” events teaching wood-burning homeowners how to use their appliances as cleanly and efficiently as possible. These program efforts will make use of the data acquired, and outreach materials developed through the statewide Wood Smoke Education Program, of which ORCAA was a material sponsor and partner.

Additionally, using existing school and extracurricular activity programs, ORCAA staff will provide instruction to kids, helping to educate them about the environmental and health impacts that can result from wood smoke.

With the knowledge that not all solutions are found solely through education, the ORCAA staff plans to work with all interested

stakeholder groups to develop any necessary rule changes deemed necessary to help reduce smoke from outdoor burning and home heating appliances. Any proposed rule changes would require approval from the ORCAA Board of Directors before adoption.

By disseminating air quality information through ORCAA and AIRNOW websites, the agency staff helps increase public awareness of regional air quality issues. Staff also



use the data to help forecast future air quality conditions.

Develop partnerships with PUDs, energy companies, nonprofits and the business community to create alternatives to burning, incentives for use of cleaner energy and promotion of energy audits to reduce energy use, thus creating savings for the customer.

ORCAA's monitoring data feeds directly into the Environmental Protection Agency's (EPA) AirNow.gov online program. This provides a direct connection between ORCAA, AirNow and other monitoring and forecast groups, such as AIR PACT. The result is improved air quality models and better information available to stakeholders.

ORCAA's office staff provides the first contact with walk-in and telephone callers seeking permit applications. While assisting with those application submittals – especially requests for outdoor burning permits – the staff will gently encourage applicants to seek alternatives to burning. They will do this by directing the telephone callers to the ORCAA website for additional information. Walk-in traffic will be provided informational brochures and flyers which detail alternatives to burning, information on outdoor burning regulations and restrictions, and cleaner home heating practices. The staff works proactively with homeowner associations, local governmental agencies and community groups to encourage alternatives to burning.



– 2 –

Provide incentives, resources and leadership to encourage professional development of staff and to improve the agency's performance.

Summary: Ensure that ORCAA staff have the skills and knowledge they need to meet the challenges that lie ahead. To assist with staff effectiveness, the agency will create a workplace that values a quality work life and provides the infrastructure and tools essential to support our employees.

The challenges of addressing all the air quality issues in a diverse six-county region covering more than 8,000 square miles require an agency staffed and managed by caring, concerned and well-trained professionals. To ensure that staff meets the needs of the agency, ORCAA will recruit, develop and retain a knowledgeable, diverse and resourceful workforce creating a culture that values and builds upon the strengths each individual brings to the agency. The ORCAA management team will provide leadership and vision through their actions, demonstrating the courage to tackle the difficult issues. The agency will continue to invest in the agency staff to help retain and promote effective, knowledgeable team members.

Managers and staff will work collaboratively with all stakeholders – including individuals, public and private businesses, organizations and other agencies – to promote clean air choices. Some of the ways this objective will be reached include:

- ◆ The Administrative Section will continue seeking training opportunities for all staff, which promote the value of customer service first and foremost. When available, emphasis will be given to free training programs in keeping with ORCAA's fiscal

responsibilities of being a good steward of public funds.

- ◆ Recognizing that each ORCAA employee is a unique individual, ORCAA managers will develop personalized training plans for each staff person based on their workload and need for training.
- ◆ While pursuing professional development and skills-building training, the ORCAA staff will take full advantage of any available cost-effective training opportunities, including EPA sponsored training, webcasts and online seminars and consultant presentations focused on their professional specialties.
- ◆ Training in specialty areas such as public disclosure laws, composting and new air quality regulations are critical for the agency to carry out its many roles and responsibilities.
- ◆ Participation in professional associations will be maintained by each of ORCAA's sections. These associations help foster cooperation and coordination of efforts between air agencies, and also provide greater exposure to cost-effective training opportunities and professional development.
- ◆ The Monitoring Section will utilize the EPA Technology Transfer Network Ambient Air Monitoring Technology Information Center training videos, air monitoring technical assistance documents and standard operating procedures for training.

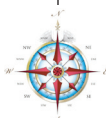
While providing for staff development, the agency promotes a pleasant, yet professional demeanor when dealing with customers.

ORCAA managers understand and respect the differing nature of individual work habits. By recognizing that all individuals approach their tasks in different ways and work at their own pace, ORCAA managers can foster an effective workplace.

The engineers and compliance staff of ORCAA require on-going training within their disciplines to ensure continued progress toward achieving agency goals. When possible, ORCAA will combine training activities with other air agencies to reduce the costs while encouraging inter- and intra-agency sharing of talents.

Training plans for each staff person will be crafted based on their workload and need for training. When available, staff from each section will participate in state or regional associations of their peers. The sections may also seek participation in the relevant committees of the National Association of Clean Air Agency (NACAA).

The ongoing training of the compliance staff will include programs that continue to develop and improve their communication and technical skills as well as their knowledge base, thus enhancing their credibility with the public and with businesses.



The compliance staff will continue to participate in the Washington Air Quality Compliance Forum, which provides regular training opportunities. Compliance staff shall maintain certifications in visible emission observation and asbestos inspection procedures.

To ensure the monitoring professionals at ORCAA stays abreast of the ever-evolving technological processes required to meet the needs of state and federal air quality monitoring standards and forecasting networks, the staff will attend local (i.e. EPA Region 10) air monitoring and forecast trainings such as those provided by the Washington Department of Ecology (Ecology), EPA and WESTAR.

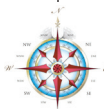
Administrative staff needs to stay up to date on employment, administrative and public disclosure laws. As we move into the paperless world for our files, record keeping and data systems are of paramount importance and critical for the administrative staff to be leading the efforts in these areas.

While making use of professional associations within the air quality field, the Education and Outreach Section also realizes that some of the best communications training comes from outside the government and especially outside the air quality world. With this in mind, the section will research and evaluate associations such as Public Relations Society of America (PRSA) for training opportunities and fresh ideas on outreach and education. The staff must also continue to develop and refine skills and techniques to fully utilize the growing world of Social Media.

– 3 –

Protect air quality through implementation of Federal and State Laws and Regulations.

Summary: Take a proactive role in forming and influencing planning processes that affect air quality, climate, public health and sustainability. ORCAA can help protect public health by updating its monitoring network to enable monitoring in support of new EPA air quality standards for sulfur dioxide, nitrogen dioxide, ozone, carbon monoxide and particulate matter. The Cheeka Peak Observatory (CPO), supports EPA's NAAQS as well as pollutant reduction strategies for understanding and reducing air pollution. The agency must also work with our sources and local communities to put in place and enforce control technology under air toxics and criteria pollutant rules.



ORCAA's outreach efforts on regulatory issues will be accomplished through educational programs, technical assistance, voluntary compliance, and legal actions.

The regulatory programs focus on the air emissions from industrial processes and many of the federal standards for these emissions are currently under review and face revision. Keeping up-to-date on development of new rules will be critical in assisting our sources and keeping staff current. ORCAA plans to initiate leadership and devote resources to develop programs and partnerships aimed at reducing greenhouse gases (GHGs) and air pollutants through energy efficiency improvements and use of alternative energy resources.

There is an inherent connection between energy, air pollution and emissions of greenhouse gases. With few exceptions, reducing energy consumption through energy efficiency improvements will result in reducing air

pollution and GHGs. Therefore actions taken to reduce energy are mutually beneficial to the missions of maintaining healthful air quality and reducing GHGs. As a lead player in climate change regulation, ORCAA can help influence the development of rules and standards rather than having to simply adhere to them once established. The Boiler MACT, for example, brings existing boilers in line with today's standards and requires sources to test and maintain them under today's standards. This and other regulations are imperative for the improvement of air quality and protection of public health.

To meet the objective outlined above, ORCAA will take steps which include:

- ◆ Working cooperatively with Ecology and EPA, the Monitoring Section measures criteria ambient air pollutants, meteorological parameters, and other air related data. ORCAA currently operates and maintains air monitoring equipment for measurement of three of the six criteria pollutants; particulate matter (PM_{2.5}), ozone (O₃), and carbon monoxide (CO) to address community concerns and 'hotspot' needs.
- ◆ The Education and Outreach Section works closely with the Compliance Section and other agencies to develop multiple communications strategies and protocols to educate and inform a broad range of audiences, from our businesses that we regulate to school children, to community groups and international corporations.
- ◆ As the Engineering Section addresses the added workload of dealing with changing federal standards, more engineering staff time will be dedicated to following and participating in state and federal rule development.



- ◆ Streamlining existing permitting processes and having the sources pay for the cost of getting the work done will be necessary for ORCAA to perform the additional workload that comes with these new roles in the area's GHG regulations and air quality improvements through energy efficiency.
- ◆ Keeping its constituents informed about the ever-changing rules and regulations under which ORCAA operates will require the use of both new and old communications strategies. Digital tools will supplement direct communications programs.
- ◆ Energy efficiency and emissions reduction go hand in hand to keep costs down for our sources and for citizens; this will have a direct positive impact on our air quality.
- ◆ Through effective partnerships with energy providers and with the public and private sector, ORCAA will seek funds to reduce emissions and potentially reduce energy consumption, thus improving air quality and public health.

Recognizing that new communications strategies must be developed to address the changing social dynamics of our communities, staff will develop multiple communications strategies, protocols, and tools to educate and inform a broad range of audiences, from school children to international corporations. This educational effort is critical to the long-term change of society's norms. Compliance with rules and regulations maintains and improves public health. Enforcement is critical to maintain compliance within the regulated community and to halt situations that are impacting public health. Education can affect small changes that impact the day-to-day practices of individuals, businesses and even society, improving air quality and public health.



Effective outreach strategies must utilize both new and old tools and techniques. Even as new online social media and new marketing tools grow in popularity and power, some of the oldest communications techniques are proving effective once again, such as face-to-face interactions with constituents at community festivals and public meetings. The use of targeted, business-specific newsletters and mailings provide effective means of reaching specific groups with news of interest to them. These outreach strategies must focus on information that creates viable alternatives that benefit the business and constituent. The desired results from these efforts are lower costs for the sources from reduced emissions and improved air quality, which is our mission.

Good communications also require good data, which is provided by the ORCAA staff in cooperation with Ecology and EPA. ORCAA currently operates and maintains air monitoring equipment for measurement of three of the six criteria pollutants: particulate

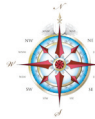
matter (PM_{2.5}), ozone (O₃), and carbon monoxide (CO). Ecology provides support and oversight for ORCAA's air monitoring work. ORCAA continues to meet (at least annually) with Ecology to discuss local air monitoring needs and concerns. When necessary and feasible, ORCAA will also conduct short-term monitoring campaigns to provide additional data for use in agency decision-making.

Another key focus is the Cheeka Peak Observatory (CPO) air monitoring station near Neah Bay. CPO measures regional and transpacific air pollution. Cheeka Peak is one of 20 rural national core – or Ncore – long-term air monitoring stations in the country. This nationwide network of monitoring stations provides a means of measuring and understanding air quality, air pollution emission controls and improving air pollution modeling. By knowing what the “background” pollution levels are, we can better understand how local sources impact us. This is true both on a regional scale and nationally, thanks to the Ncore designation.

ORCAA engineers will stay up-to-date on the development of new rules. To do this, more engineering staff time will be dedicated to following and participating in state and federal rule development..

The agency will initiate leadership and devote resources to develop programs and partnerships aimed at reducing greenhouse gases (GHGs) and air pollutants through energy efficiency improvements and use of alternative energy resources.

There is an inherent connection between energy, air pollution and emissions of greenhouse gases. With few exceptions, reducing energy consumption through energy efficiency improvements will result in reducing air pollution and GHGs. Therefore actions taken to reduce energy are mutually beneficial to the missions of maintaining healthful air



quality and reducing GHGs. Likewise, many forms of alternative energy resources like bio-fuels, wind, and solar cause less air emissions compared to traditional energy resources that rely on fossil fuels. For these reasons, ORCAA believes creation of an agency Energy Program is essential to comprehensive management of air quality in the Olympic region.

– 4 –

Maximize all resources within the authority of the Clean Air Act to achieve financial stability in the long term. Ensure financial stability through implementation of efficiencies and optimized productivity.

Summary: Through the use of new technologies, streamlined processes and cost recovery, whenever possible, ORCAA staff will be more effective in conserving resources and reducing costs.

As a public agency, ORCAA must be fiscally responsible to ensure the best use of public resources. ORCAA will maintain a balanced General Fund budget. When ORCAA has unfunded programs to maintain, agency staff will seek federal, state, or local funds to support those programs. While not all programs will be self-sustaining, the general practice for the agency will be to only incur additional spending when it is matched by increased revenue. Polluters will pay for their emissions, with the intent of helping them reduce emissions and thus reduce their costs.

Strategies to ensure reasonable and responsible financial practices will include evaluating fee structures utilized by the agency to ensure the greatest reasonable degree of fee-for-service accountability and to make recommendations to the Board for their input and approval. ORCAA staff will also utilize technology and other tools



to streamline and improve our efficiency both financially and in terms of workload.

To meet the objective outlined above, ORCAA will take steps which include:

- ◆ With much of staff time spent accessing the agency's database, that resource must be addressed with an eye toward improving efficiencies. ORCAA will continue to utilize the current database while – noting inefficiencies in the current system – researching future options for improving the database.
- ◆ The Administrative Section will assist staff in making wise purchasing choices by actively searching out the correct product at the best price – office supplies, travel costs, equipment, etc.
- ◆ Administrative staff will work with agency staff to develop improvements in the agency timesheet in order to produce a more effective document. This will enable

better fee assessments for our regulated sources.

- ◆ Alternate sources of revenue will be sought for under-funded and unfunded programs (such as the woodstove and outdoor burning programs).
- ◆ The use of the latest online Social Media tools cost very little and reaches a significant portion of our audience. The dollars saved by using these tools can then be repurposed to reach out to those constituents who are not connected to the digital media.
- ◆ The Monitoring Section plans to renegotiate some agreements with Ecology to receive a portion of the EPA grant funding for PM2.5 monitoring as well as explore the possibilities of project-specific monitoring funding when a permit applicant may need additional monitoring data near their facility.
- ◆ Work with stakeholder groups to effectively and responsibly update the fee structure used by ORCAA.
- ◆ Staff will continually look for less costly, but equally effective alternatives for healthcare, office supplies and needs and services.

Agency staff will benefit from efforts to find more efficient ways to complete tasks, such as handling and storing documents/records, locating and retrieving documents, processing permits, and responding to public requests.

Improvements in the agency timesheet will allow agency staffs to more accurately track their commitments to specific programs. This will enable better fee assessments for regulated sources. Work will also continue on maintaining accurate grant accounts with Energy Facility Site Evaluation Council (EFSEC) and others.

On the revenue side, the agency staff will continue to work with sources and individuals with regards to collecting fees and fines – utilizing payment options as needed – prior to sending to collections. The acceptance of credit cards for payment of fees is increasingly popular yet an expensive service; the Administrative Section will research third party credit card options in the interest of reducing service fees.

ORCAA's collection of fees from residential and business permits will be evaluated to ensure these programs are operated efficiently, and fairly. The fee formulas and processes of the business registration, new source review, asbestos, land clearing burning, and penalty

programs will also be considered and evaluated for improved efficiencies and true costs of implementing the programs. Sources will pay for additional inspections beyond what is considered the norm. Alternate sources of revenue will be sought for under-funded and unfunded programs (such as the woodstove and outdoor burning programs)

When developing new outreach and communication plans, staff



will research, develop, implement and use the best and most efficient tools for each specific need. By targeting messages on specific media to unique audiences, ORCAA can ensure the best use of all available funds while reaching the greatest number of constituents.

For instance, the use of the latest online Social Media tools costs very little and reaches a significant portion of our audience. The dollars saved by using these tools can then be repurposed to reach out to those constituents who are not connected to the digital media. These ‘direct contact’ methods costs more per person, but by combining all available outreach tools, the total costs are reasonable—and even significantly lower than in the past—while we achieve greater penetration into the community. The use of targeted E-Mail is a very effective communication tool that allows direct contact with the public and our sources conveying a very specific message.

ORCAA’s air monitoring program faces potential financial obstacles due simply to the cost of new technology for their work. To minimize expenditures, staff will use existing data acquisition at air monitoring locations when feasible, while exploring the use of lower cost data loggers when new devices are needed. When possible, ORCAA will also submit grant requests to EPA as applicable and will work closely with tribes and other agencies to provide air monitoring and assistance whenever possible.



– 5–

Improve the business climate through streamlining ORCAA's regulatory processes and collaborate and integrate with other entities.

Summary: Make environmental information and the work of ORCAA more accessible, enhancing public access to information by harnessing new tools to foster community engagement.

ORCAA calls upon all employees to bring their creativity and talents to their everyday work to enhance outreach and transparency in all of our programs. By encouraging innovation and bold thinking, ORCAA seeks to streamline permitting and payment processes where applicable. To foster better understanding of the agency’s role and their responsibilities as a source or a member of the community, and to stimulate discussions that could lead to improved processes, ORCAA will conduct source/business workshops and community informational meetings with various stakeholder groups. Along these same lines, the agency will expand our community outreach to include youth, neighborhood and community civic groups. ORCAA will continue populating the latest online information sources (i.e., data. orcaa.org) with all available public records, streamline regulations to improve understanding and ease of compliance, and look for new venues to disseminate information.

- ◆ The Engineering staff will seek the means of improving efficiencies as they process permits, including NOCs, AOPs and NOIs.
- ◆ To insure sources understand the terms of their permit, Compliance Staff will hand deliver, when possible, the permit and review its terms during a site visit or inspection.

- ◆ The Executive Director and the Education and Outreach Section will continue to expand outreach activities to governments, community organizations, schools and citizen groups to do the following: raise awareness of air quality issues and solutions, strengthen and sustain relationships with communities and partners, to educate and support clean air actions and activities and to promote ORCAA as a resource for the region.



- ◆ The Compliance staff spends more time ‘in the field’ than other sections, and therefore serves as the public face of the agency. The Compliance staff will educate, provide informational resources and potential grant opportunities to the sources, governments and the community.
- ◆ The Administrative Section will develop the means of providing Electronic Transfer of Funds processes for use by registered sources for a more efficient payment option..
- ◆ ORCAA staff seeks early and frequent contact with new businesses, as well as with existing businesses planning to enact changes, in order to ensure the most effective means of compliance with air regulations.

To increase business acceptance and understanding of ORCAA’s role, staff will develop and refine outreach materials that will guide businesses through the permit processes, offering technical assistance when applicable. These materials may include, but are not limited to, instructional fliers/handouts, streamlined permit forms, downloadable, and eventually,



digital completion of permitting forms. Some of the industry-specific educational materials will focus on smoothing the permitting processes and improve ORCAA’s standing within the business community. The Business Assistance Program will be offered to sources that need technical help understanding rules and regulations, but are not in violation.

When practical and appropriate, ORCAA staff will glean useful practices and procedures from other air agencies, while also partnering with those agencies to implement more consistent protocols through the region and state. This practice will benefit our sources located in various areas of the state.

Administrative filing procedures will be strengthened and enforced. A requirement that digital documents are footnoted with location, file name and date will speed retrieval of documents and improve referencing of related materials. Additionally, the staff will begin the process of scanning documents to reduce its dependence on paper copies. This conversion to digital records will ensure a reliable backup in case of disaster – something that is lacking in an all-paper records base.

Providing information to appropriate staff regarding both positive and negative feedback concerning agency practices will help spur improved efficiencies. This will include such things as sharing ideas for additional educational materials and outreach agendas for schools, sources, business and individuals.

Other financial practices to be implemented include the use of technology to allow our stakeholders an easier, secure means of conducting business with ORCAA. For instance, development of an enhanced website to provide credit card payments of permits through a third party would speed transaction times for many customers.

– 6 –

Expand the existing monitoring network to appropriately characterize air quality.

Summary: Based upon stronger air quality standards, develop partnerships with the public and private sector increasing the monitoring network in populated areas or areas of concern.

ORCAA's real time ambient air monitoring data is available on the Internet and is used as a tool to educate the public about air quality, potential health risks and air quality forecasts. Agency staff use the real-time data collected through ORCAA's monitoring network to make decisions regarding burn bans and formulating decisions in permitting applications.

- ◆ ORCAA's Monitoring Section will develop, gain approval for, and fully implement an agency wide information technology strategy plan with means for continuous improvements.
- ◆ ORCAA will seek source-specific funding when applicable to address monitoring

needs. The Engineering Section will provide regulatory incentives through NSR and AOPs to establish these new monitoring locations throughout ORCAA's jurisdiction.

Staff will submit a grant request to EPA for PM2.5 saturation studies to address spatial variation of PM2.5 in areas of concern. Secure funding will also be sought from EPA to help ORCAA enhance and operate the CPO Rural NCore monitoring site for air quality management purposes.

Staff will also develop a cleaner, easier-to-understand public interface to the ORCAA monitoring network data. Concurrently, staff will develop new educational materials explaining the actual meaning of the various data presented by ORCAA and Ecology.

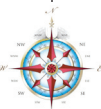
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General Objectives

Summary: ORCAA must continue to innovate and evolve in its day-to-day operations to stay at the forefront of public service as a fiscally responsible government agency. Staff must increase knowledge base and continue to improve their professional skills to remain as the most qualified staff in the air quality business.

While there are many ways of promoting efficiencies and improving performance, ORCAA staff have identified several key objectives to pursue:

- ◆ Improve internal communications so that all staff members are effective communicators who work collaboratively with each other and provide comprehensive services to businesses and the community.
- ◆ Enhance organizational efficiency and



continuity through new information,
process improvement and technology.

- ◆ Develop creative and innovative solutions while maintaining agency accountability.
- ◆ Interpret sustainability principles into the agency's rules, policies and practices.
- ◆ Increase public awareness of ORCAA.
Increase awareness of ORCAA's role in the community.

- ◆ Ensure the protection and confidentiality of agency data.
- ◆ Improve policies and procedures to protect the security of agency information and safeguard employees' personal privacy.
- ◆ Protect air quality for our region and its citizens. Increase the public's awareness, that clean air is everyone's responsibility.



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