



Air Pollution Control District
San Luis Obispo County

TO: Board of Directors, Air Pollution Control District
FROM:  Larry R. Allen, Air Pollution Control Officer
DATE: November 14, 2012
SUBJECT: 2012 – 2017 Strategic Action Plan Update

SUMMARY

The APCD Strategic Action Plan (SAP) was first adopted by your Board in January 2004 and updated in 2007 to guide how District resources and efforts are applied over a 5-year planning cycle. The District has implemented nearly all of the strategies outlined in the 2007-2012 SAP. A comprehensive process to update the plan was begun earlier this year, including seeking and incorporating important input from stakeholders, staff and the Board. This effort has now been completed, and 2013-2017 Strategic Action Plan is presented today for your review and approval.

RECOMMENDATION

That your Board review and approve the 2013 – 2017 Strategic Action Plan and direct staff to begin implementation of the Year 1 strategies identified in the Plan.

DISCUSSION

The APCD Strategic Action Plan (SAP) was first adopted by your Board in January 2004 and updated in 2007 to guide the application of District resources and efforts over a 5-Year planning cycle. Seven strategic goals were identified as important to address over the timeframe of the 2007-2012 SAP, with performance measures and implementing strategies developed and adopted to address them. Annual updates have been performed to review the strategies implemented during the prior year and those scheduled for implementation during the coming year.

The District is now at the end-point in that planning cycle and has implemented nearly all of the strategies outlined in the 2007-2012 SAP. Meanwhile, new mandates and programs have amplified existing workload issues in each division. Thus, a comprehensive review and update process was conducted to increase the clarity of our priorities, critical issues, performance measures and implementing strategies. This ensures that our limited staff and resources will remain appropriately focused on the most important issues, and our efforts are applied effectively and efficiently on programs and actions that produce results that matter relative to our mission, mandates and stakeholders. The following describes the update process and notable changes to the Plan.

Update Process

Several full staff and numerous division level meetings were held to identify evolving issues and recently adopted mandates, new mandates on the horizon and other internal and external factors that influence our operations. We examined how these factors affect the existing goals and strategies in the SAP and what changes might be needed to ensure our mission and priorities remain properly aligned. This was used to help clarify and reprioritize the strategic goals and strategies identified in the SAP update. In addition, meetings focused on streamlining and continuous improvement methods were held with each division to identify ways to reduce workload and free up the staff resources needed to implement new strategies identified in the Plan.

The steadily changing regulatory landscape over the past few years, new tasks assigned by the Board, and an expanding District workload also warranted focused discussions with our stakeholders as we reexamined the issues and priorities that drive our efforts. Staff identified key stakeholder groups to engage on these issues, including regulated businesses, agriculture, public agencies, community groups, the general public, the Board and staff. Small focus group meetings were held with representatives of each stakeholder group, with Board members invited to each, on the dates listed below:

- September 12: Regulated Businesses and Agriculture
- September 13: Public Agencies and Non-Governmental Organizations
- September 26: General Public and Board

During these meetings staff described the internal and external influences analysis we performed, including new mandates and programs to implement over the coming years, as well as existing and future fiscal, staffing and workload resource constraints. This provided the context for discussion of the strategic goals and priorities for the agency to focus on over the next five years. Robust and thoughtful discussion occurred among all the participants in each meeting, resulting in important refinements to the strategic goals presented in this Plan. Staff then spent considerable time developing strategies designed to help achieve each goal and performance measures to gauge implementation progress and effectiveness. The result is the Plan before you today.

Strategic Goals, Performance Measures and Strategies

Seven strategic goals were identified as critical to address in the 2007-2012 SAP adopted by your Board in January 2007. Staff evaluated those goals in this update process for clarity and purpose in the context of the internal and external influential factors analysis described above. This resulted in combining two goals for more efficient implementation and revising the wording of several others. The proposed revisions to the goals were then discussed with stakeholders and the Board during the meetings described above. Those discussions resulted in additional refinements to refocus several of the goals and better reflect Board and stakeholder priorities. Six strategic goals are now proposed in this update to the SAP.

In developing effective implementing strategies, a key element in the evaluation process was the need to first develop performance measures to identify the metrics needed to accurately measure progress in achieving each goal. Strategies were then developed to accomplish the key elements of each strategic goal while providing the baseline data needed for the performance measures.

In the 2007-2012 SAP update, 33 strategies were identified for implementation to address the strategic goals defined in the plan; all but three of those strategies have been implemented over the past five years. Those not yet implemented were evaluated along with new potential strategies for

addressing the six strategic goals defined in this Plan update. The strategies were then ranked based on ability to address the goal priorities, feasibility of implementation, and resource requirements. The highest priority strategies were selected for implementation in the first year of the updated plan cycle.

The following identifies the six strategic goals and the performance measures developed for tracking progress on each goal. The strategies proposed for implementation to achieve these goals are described in detail in the attached Plan.

Goal: Achieve and maintain attainment with National and State health based standards

Performance Measures:

1. State and Federal air quality standards are attained
2. Ozone design values and precursor emissions trend downward or do not increase over a running 10 year period
3. PM10 and PM2.5 design values and emissions trend downward over a running 10-year period

Goal: Manage toxic air contaminants to protect public health and meet risk thresholds

Performance Measures:

1. All new development approved by lead agencies meets the Board-approved health risk thresholds in the APCD CEQA Handbook
2. All new Authorities to Construct approved by APCD meet the Board-approved health risk thresholds
3. All sources subject to State and Federal Air Toxics Regulations are in compliance with applicable requirements and the strategies recommended for implementation in the first year

Goal: Ensure air quality and public health impacts from land use are addressed.

Performance Measures

1. Approved air quality mitigation measures for new development projects are fully implemented.
2. Ratio of new residential development generated outside vs. inside urban and village reserve lines declines annually (specific reduction goal to be established after baseline is determined)
3. All new development approved by lead agencies meets the Board-approved health risk thresholds in the APCD CEQA Handbook

Goal: Minimize local and regional greenhouse gas emissions and impacts to meet State and Federal requirements.

Performance Measures

1. Greenhouse gas emissions (GHGs) in SLO County trend downward to meet the requirements of AB 32

Goal: Enhance awareness of local air quality and engage the community in working to promote clean air.

Performance Measures

1. Increased understanding of air quality issues by county residents and businesses over the period of this plan (specific improvement goal to be established after baseline is determined).
2. Increased action by county residents to reduce personal impacts to air quality.
3. Increase public and business awareness of APCD programs and operations.

Goal: Ensure quality and cost-effective service is provided in all program areas.

Performance Measures

1. Service and budget-based performance indicators meet overall performance rating of "Good".
2. Job knowledge ratings on annual staff performance evaluations are "above satisfactory" or better for the District as a whole.
3. Programs are adequately staffed and funded with non-reserve funds.
4. Funding reserves are maintained at or above 20% of annual budget.

The attached 2013-2017 Strategic Action Plan provides a detailed description of the background information and analyses that form the basis for the goals, performance measures and strategies presented in the Plan and recommended for approval today.

OTHER AGENCY INVOLVEMENT

Staff conducted focus group meetings with a number of public agencies during the development of this SAP update. Their input, along with that from regulated businesses, community organizations, the general public and the Board, was essential to the development of this update to the SAP.

FINANCIAL CONSIDERATIONS

The various elements of the Strategic Action Plan update proposed for implementation during this fiscal year are already accounted for in the adopted budget for FY 2012/2013. Expenditures and staff resources needed to implement strategies proposed for future years covered by the Plan will be identified and accounted for in the budget process for the fiscal year in which implementation is scheduled to occur.

**STRATEGIC ACTION PLAN
2013 – 2017**

San Luis Obispo County Air Pollution Control District

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1 OVERVIEW

PURPOSE OF THE PLAN

Air quality management is a constantly changing field with new and increasingly complex issues arising regularly. The San Luis Obispo County Air Pollution Control District (APCD or District) must continually adapt to this changing environment while ensuring we continue to accomplish our mission and mandates that form the core of our programs.

To fulfill our mission and mandates effectively and equitably, and ensure we have adequate resources to do so, requires vision and careful planning; this update to the Strategic Action Plan is the vehicle for accomplishing this. This Plan is intended to provide a roadmap of the operational and resource challenges we will face over the next five years and the strategies needed to meet them. It was developed to ensure our priorities and programs remain properly aligned with our mission and Board directives, and our resources are used efficiently and effectively to accomplish identified goals while increasing public awareness of, and participation in, their achievement.

PLAN UPDATE PROCESS

This 2012 Update of the Strategic Action Plan was an involved and inclusive process and remains a dynamic effort. Meetings with several different Stakeholder groups (regulated industry, agriculture, non-government organizations and public agencies) were held to gain their perspective on how well we are accomplishing our mission and goals, and the issue areas they viewed as most needing our attention during the next five years. Several full staff planning and strategy sessions were also held. Lastly, a study session was conducted with the Board and the public at the September 2012 regular meeting. A five member Strategic Planning Team (SP Team) worked diligently over several months to evaluate the input received and develop the Update.

Development of this Plan consisted of the following steps:

1. **Identification of existing and future mandates, social trends and projected resources that may affect District programs and operations:** Staff evaluated recently adopted or anticipated air quality mandates, population and economic trends, and future resources to determine potential impacts to future District operations.
2. **Evaluating the District's internal and external operations to identify assets and obstacles:** Staff evaluated all program areas within each APCD division to determine the potential for streamlining measures that can be applied to create the additional workload capacity needed to implement proposed new strategies.
3. **Identifying and prioritizing the strategic goals the District should focus on over the next five years:** Staff and stakeholders evaluated current programs and future mandates to determine the most important focus for available District resources over the planning period. These were framed as strategic goals for implementation and resource application.
4. **Developing performance measures to determine progress in meeting goals:** Each strategic goal was methodically analyzed to define the core elements that must be measured to ensure the achievement of results that matter. Appropriate performance measures were then developed for each goal.
5. **Developing and prioritizing strategies to address the strategic goals:** Extensive brainstorming sessions were conducted with staff and stakeholders to identify potential strategies to achieve the strategic goals. The SP Team then further defined, evaluated and ranked the feasibility and effectiveness of each strategy.
6. **Developing an action plan for implementing the most critical strategies over the next five years:** 48 strategies were identified as feasible and effective to implement over the next five years. The top strategies were further defined with specific tactics and resource requirements for implementation during the first 18 months.

2 VISION, MISSION AND VALUES

The programs and operations of the APCD are designed to achieve our agency vision, mission, values and goals. We view these to be the guiding principles for all our endeavors.

Our **vision** describes what we are striving to achieve for our region:

*Our **Vision** for the community is air healthful enough to never worry about taking a breath, clean enough for all endeavors to flourish, and clear enough to enjoy San Luis Obispo's diverse vistas.*

Our **mission** describes our primary directives to achieve this vision:

*As stewards of healthful air supporting a healthy environment, our **Mission** is to realize and preserve clean air for all, to promote community and individual responsibility for air quality, and to provide quality and cost-effective service.*

Our **values** as an agency are the qualities that we collectively agree are necessary to perform our work and attain our mission and vision. We strive to uphold and practice the following values:

Integrity

- Honest and forthright with our stakeholders and fellow employees
- Open and transparent in our operations and processes
- Follow through on our commitments
- Accountable for our actions

Fairness

- Impartial and honest to all with whom we interact
- Actions free from self-interest, prejudice or favoritism
- Respectful treatment of every individual regardless of affiliation or viewpoint

Consistency

- Actions guided by established policies designed to ensure consistent results
- Predictable processes, free from surprises
- Regulations based on sound science and applied evenly to all affected sources

Accuracy

- Committed to excellence and pride in our work
- Quality assurance mechanisms are incorporated into all phases of our work
- Performance measurements are focused on accomplishing our mission and goals

Service

- Provide quality, timely and courteous assistance to our customers.
- Deliver what we promise
- Value our customers and work to build cooperative relationships
- Seek ways to improve our service and encourage customer feedback

Communication

- Establish effective communication channels to ensure full and easy access to air quality information and ample opportunity for public input to our processes
- Strive for clarity, accuracy and usefulness in all public information materials we produce
- Share information openly and without reservation with each other and those we serve
- Listen with an open mind and work through conflicts constructively

Efficiency

- Manage resources wisely and cost-effectively
- Remove institutional and hierarchical barriers to effective action in the workplace
- Promote an increasingly productive work environment
- Reduce regulatory complexity

Innovation

- Anticipate change and plan for how to manage it
- Encourage and promote new ideas and creative solutions to problems
- Stay informed and knowledgeable on new approaches and technology

Leadership

- Empower staff to make decisions and embrace responsibility
- Set goals and performance standards to guide and assess our actions
- Provide the tools and training needed for staff to perform to their capacity
- Guide and direct actions to develop proactive solutions to emerging issues
- Take the actions needed to uphold our mission, even when unpopular

3 **APCD PAST AND PRESENT**

Planning to meet future needs and communicating that vision to our stakeholders takes a thorough understanding of who we are and what we are about. This chapter provides a brief description of the history and accomplishments of the APCD, our resources, revenue and staffing, and the core programs implemented to support our mission.

APCD HISTORY AND ACCOMPLISHMENTS

History

In 1967, California legislation was passed that placed the primary responsibility for controlling air pollution at the local level. In April 1970, the San Luis Obispo County Board of Supervisors formed the Air Pollution Control District and became the APCD Board of Directors. Also in that year, amendments to the Federal Clean Air Act established the basic program for controlling air pollution throughout the United States. Initial rules and regulations were adopted shortly thereafter by our Board to control emissions from stationary and mobile sources in order to achieve and maintain State and national ambient air quality standards.

Over the past 42 years the District has adopted and implemented over 100 rules and currently has nearly 1100 permits or registrations in effect at over 750 facilities countywide. During that period our agency has grown from a two-person office to a staff of 24 engineers, planners, inspectors, technicians and administrative personnel. In 1994, revisions to State law changed the composition of our Board of Directors to include all five County supervisors plus one city council member from each of the seven incorporated cities.

Accomplishments

In years past, air quality in our county has at times exceeded established State and national standards for lead, carbon monoxide, sulfur dioxide, ozone and particulate matter. However, cleaner burning fuels and advancements in emission controls on vehicles and stationary pollution sources have led to significant improvements in our air quality.

The District's Clean Air Plan was first developed in 1991 and updated in 1995, 1998 and 2001 to meet the California ambient air quality standard for ozone. This comprehensive plan outlines control

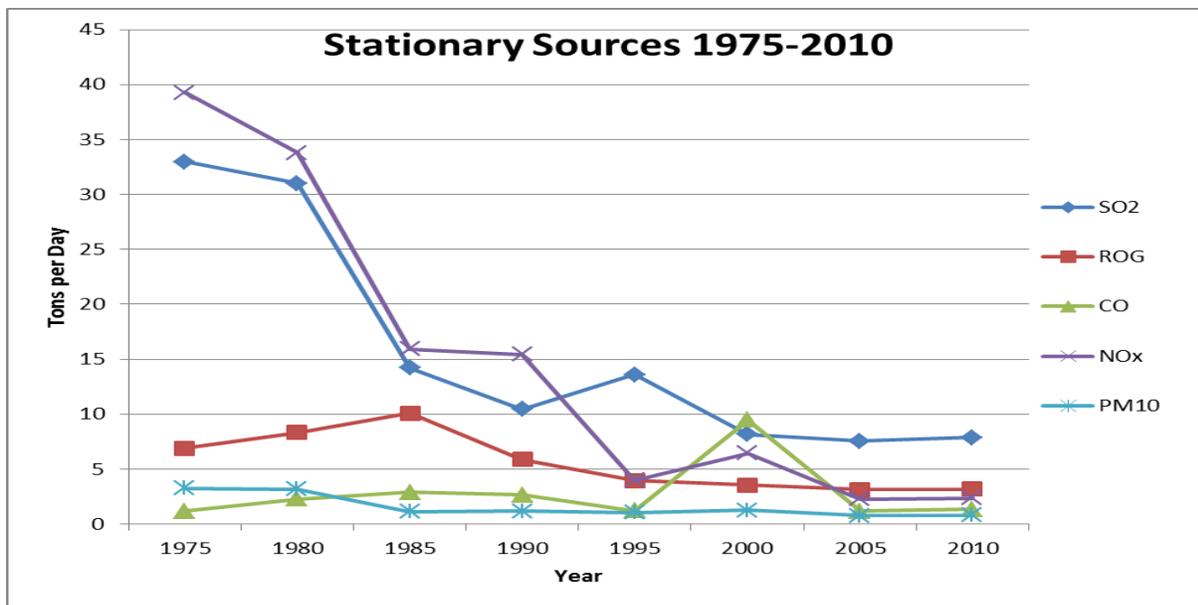
strategies to reduce ozone precursor emissions of nitrogen oxides (NOx) and reactive organic gases (ROG). Many partnerships were formed to help develop and implement this plan and reduce emissions from a wide variety of stationary and mobile sources. Those efforts were successful in substantially reducing local ozone precursor emissions and bringing San Luis Obispo County into attainment of the State 1-hour ozone standard in 2004.

More stringent State and Federal 8-hour ozone standards have since been adopted for which we are now designated nonattainment; State and Federal mandates may require additional control strategies be developed and implemented to meet the new standards. In addition, we currently exceed State and Federal PM10 standards in the south county region caused by dust emissions from the Oceano Dunes State Vehicular Recreation Area. As a result, the Board adopted a rule in 2011 requiring emission controls to be implemented over a specific timeframe to reduce the dust impacts to downwind areas.

The District continues to expand and modernize our air monitoring network to track progress in attaining standards and allow real-time access to air quality data by staff and the public. We have also enhanced our response to air quality complaints and increased our operational efficiency by expanding our use of technology and automation in all areas. A concerted effort has also been made over the past decade to streamline our regulatory process and provide comprehensive assistance to local businesses, industry, agriculture and individuals to help them comply with State and local rules and regulations. In addition, we offer an extensive array of grants and financial incentives to organizations and individuals to achieve reduce emissions that impact local air quality while providing funding to help offset compliance costs.

Many other programs have also been implemented over the past several years to help achieve our air quality goals. We have worked closely with the community to reduce smoke impacts from agricultural burning, wildland prescribed fires and greenwaste burning by homeowners. District recommendations on projects reviewed through the California Environmental Quality Act process have resulted in design changes that reduce the air quality impacts of new development while fostering more walkable communities. A multimedia outreach program has been developed to educate and inform county residents about air quality issues. Finally, pollution prevention is actively promoted and publicly recognized, with assistance provided to businesses to help incorporate these practices into their regular operations.

The following chart illustrates the significant emission reductions that have been achieved countywide over the past 35 years as a result of these efforts.



RESOURCES AND STAFFING

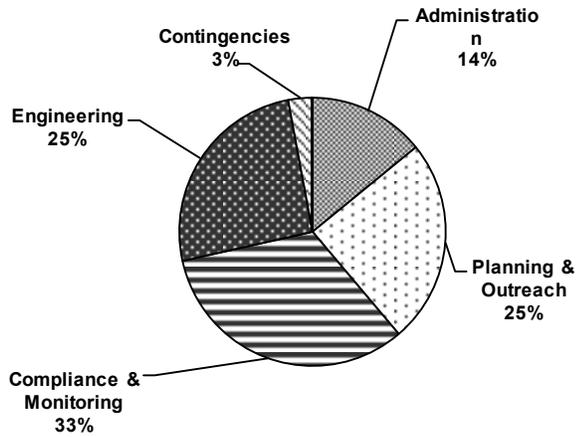
District Finances and Budgets

The District's Fiscal Year (FY) 2012/2013 budget is approximately \$4.7 million. Implementation of compliance and monitoring programs represent about 33% of that amount, while engineering and planning/outreach constitute 25% each; administration and contingencies account for the remainder. On the revenue side, permit fees from regulated sources and a \$4 surcharge on vehicle registration fees account for the majority of District operating funds. We also receive a small amount of local property taxes and State subvention; no funding is received from the County. Unexpended fund balance carried forward to the next year makes up the remainder of our operating revenue.

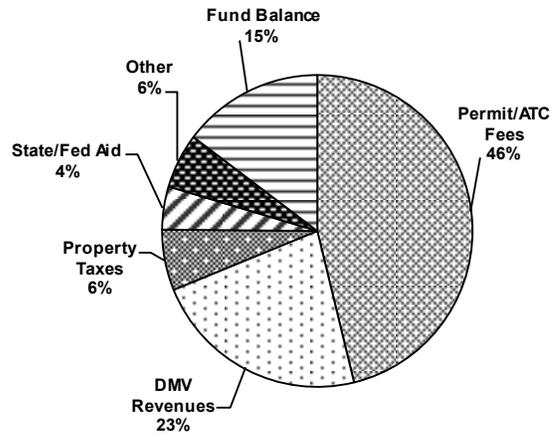
The APCD has maintained a secure balance in reserves that typically ranges between 20-30% of our annual operating budget. In 1996, the District purchased and renovated its 7,800 sq. ft. office building in San Luis Obispo; the final mortgage payment was made in June 2006. The APCD also owns and operates a fleet of nine cars and trucks for business use.

The charts below show the proportional shares for both our expenditures and revenue:

APCD Expenditures

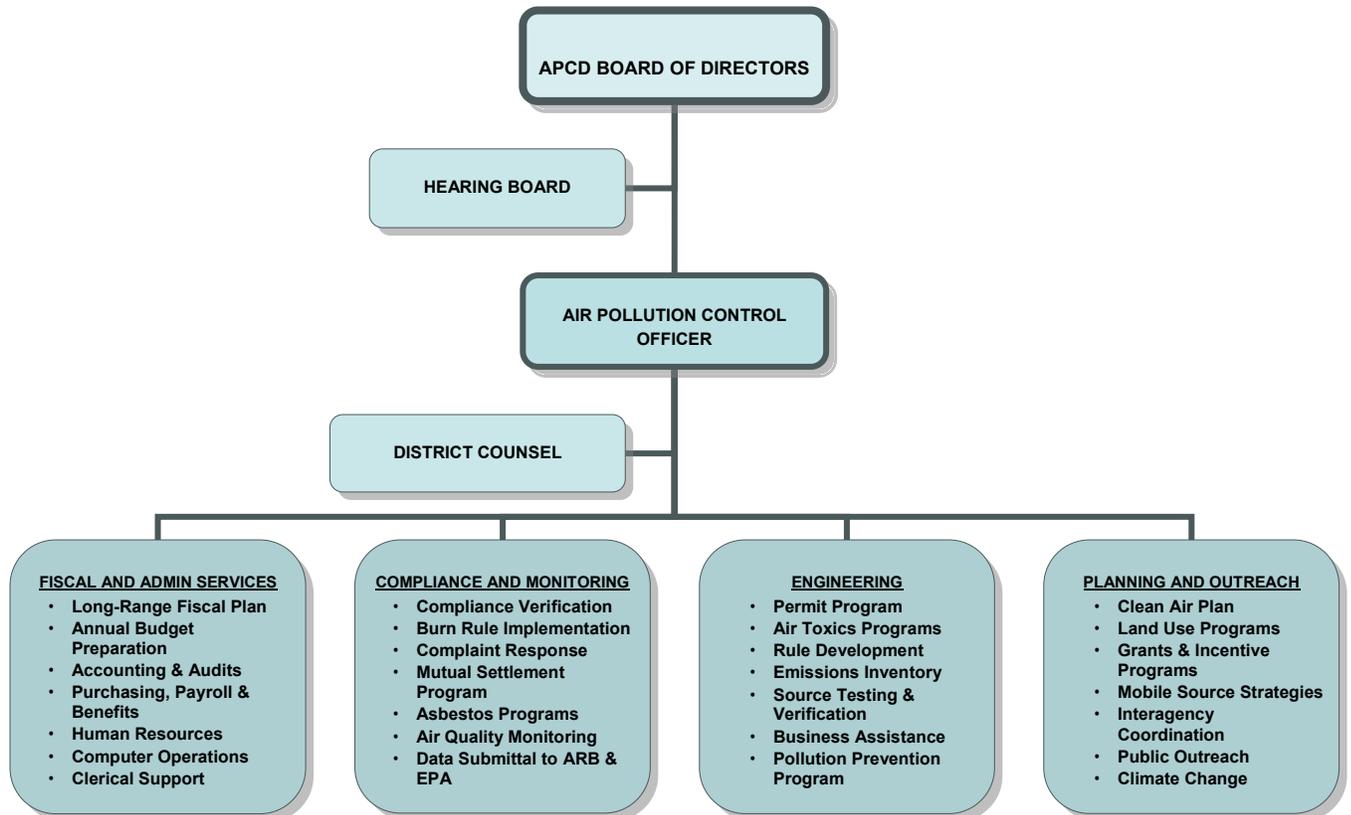


APCD Revenue



CURRENT APCD PROGRAMS AND SERVICES

The District implements numerous programs and services to achieve our mission. The organizational chart below shows the division of responsibilities within the District, followed by a brief discussion of our current major programs:



Administration and Support

The Air Pollution Control Officer directs and oversees all District programs and personnel matters. A fiscal/administrative manager develops and manages the District budget, prepares the District's year-end audited financial statements and other legally required reports, performs purchasing functions, manages various human resources activities, and oversees payroll and banking functions processed through the County Auditor-Controller and County Treasurer's Office. Administrative support staff provides clerical services for each program area; administer billing and accounts payable processing; perform human resources functions and serve as the Clerk to the District Board. A computer systems analyst manages all aspects of the District's computer network and servers, provides software support and maintains the District's Office Information System (OIS) and grant databases.

Air Monitoring

The Compliance and Monitoring Division implements the District's air monitoring program which measures ambient air quality and related meteorological parameters throughout the county at eight permanent stations operated by our staff and two stations operated by the California Air Resources Board. Technicians are responsible for siting new stations, maintaining, repairing replacing and calibrating monitoring equipment at existing stations, performing quality assurance procedures on the collected data and reporting the data to State and Federal agencies. Air monitoring results are used by the District to track local air quality and compliance with standards, by consultants evaluating the air quality impacts of new development projects, and by the public in evaluating air quality in their communities.

Air Toxics/Asbestos

Engineering staff implement the air toxics program, including the Air Toxic "Hot Spots" Information and Assessment Act of 1987. They work with local businesses to develop emissions inventories of toxic pollutants, perform health risk assessments for new projects and larger existing sources of toxic emissions, and implement Air Toxic Control Measures (ATCMs) adopted by the California Air Resources Board. District Engineering and Planning staff coordinate to develop and implement the diesel risk reduction program. Enforcement staff oversee compliance with Federal regulations for asbestos removal and disposal by private companies, including pre-project method approval and post-project inspections and reporting.

Attainment Planning

The District is responsible for developing and updating the San Luis Obispo County Clean Air Plan (CAP) for attainment of both the State and Federal ambient ozone air quality standards. The CAP was initially adopted in 1991 and updated in 1995, 1998 and most recently in 2001. The next update

will be developed by 2013 to identify emission reduction strategies needed to attain the State and Federal 8-hour ozone standards. In addition, the District has adopted a series of control measures and a fugitive dust regulation designed to bring the county into attainment of the State airborne particulate matter standards (both PM₁₀ and PM_{2.5}).

Business Assistance & Pollution Prevention

Engineering staff work with applicants through the permit process to jointly set compliance goals for new and modified sources based on Federal, State and local air quality regulations. An important focus of this assistance is to provide staff expertise in identifying and implementing cost-effective and cost-saving methods of reducing emissions through suggested process or equipment modifications that reduce energy or materials use.

Climate Change

Planning and Outreach Division is responsible for implementing the 2005 Climate Protection Plan adopted by the APCD Board to help address climate change through local actions. Key components of the plan include developing greenhouse gas (GHG) emission inventories for local communities; allocating grant funding to GHG emission reduction projects; implementing public education programs to increase awareness of the issue; and partnering with local governments to develop action plans to reduce GHG emissions. The goal of this effort is to assist local communities in meeting the requirements of State and Federal legislation (e.g., Assembly Bill 32, California's Global Warming Solutions Act).

Compliance Verification & Enforcement

The Compliance and Monitoring Division is responsible for ensuring permitted sources continue to meet applicable regulatory requirements. Staff verify compliance by conducting and documenting site inspections, reviewing records and onsite monitoring data and tracking emission levels. Compliance staff also respond to citizen complaints, prepare reports for variances and abatement orders considered by the APCD Hearing Board, and manage the District's Mutual Settlement Program for sources found in violation of regulations.

Grant Programs

Over the past fifteen years the Planning and Outreach Division has developed, administered and overseen grant programs that fund third party emission reduction projects. Since 1997 the District has received and distributed nearly \$16 million in funding for grant programs from three main sources: \$4.8 million from motor vehicle registration fees, \$5.6 million from State emission reduction program funds, and \$5.6 million from air quality mitigation fees. The District grant

programs improve air quality and help the local economy by providing funds to aid local businesses in achieving early compliance with State regulations and funding emission reduction projects outside our regulatory authority (e.g., mobile sources).

Interagency Coordination

The District coordinates with many local and regional agencies and organizations on issues of mutual concern. These include review of development and transportation projects with local planning agencies and the Council of Governments; contaminated soil and water projects with the State Water Board and State Department of Toxic Substance Control; coordinated permitting of underground storage tanks with County Environmental Health; residential and agricultural burning issues with city fire departments and California Department of Forestry; and public health issues with the County Health Department, environmental groups and other public service organizations. Staff are also actively involved in State and Federal issues through the California Air Pollution Control Officers Association, whose membership is made up of all local air districts in the state.

Mobile Sources

In addition to the administering grant programs that provide financial incentives to reduce emissions from mobile sources throughout the region, the Planning and Outreach Division also implements several programs that reduce vehicle emissions by helping reduce reliance on the automobile. The “SLO Car Free” program encourages car-free transportation to and around the San Luis Obispo area by providing travel and recreation discounts and other incentives to visitors who travel to our area without their cars, or leave them parked once they arrive. This reduces vehicle emissions while promoting local businesses and communities. Planning and Outreach staff also work with the Central Coast Clean Cities Coalition to expand the use of alternative fuel vehicles and fueling infrastructure throughout the Central Coast, and partner with the Regional Rideshare office to promote carpooling, public transit, biking, walking and other forms of alternative transportation.

Permit Program

The Engineering Division is responsible for reviewing and issuing operating permits to various sources of air pollution, including power plants, refineries, oil fields, gas stations, dry cleaners, auto body shops, printers, and equipment at various other facilities. Permits provide a mechanism to minimize new facility impacts by specifying limits on pollutant emissions, equipment authorized for use and the operating conditions needed to ensure compliance. There are currently nearly 1100 APCD permits or registrations in effect at 750 facilities throughout the county. District engineers typically review and process about 150 to 300 permit applications each year, many from existing facilities seeking to change or expand operations.

Public Outreach

The District's public outreach team strives to increase awareness of air quality issues and promote clean air goals throughout the County. Outreach to the community provides an important feedback loop to help shape District decisions and allows us to inform the public of special District programs like pollution prevention and emission reduction grants. We also sponsor and participate in a number of public outreach events such as Bike Week, Rideshare Week, Earth Day, Children's Day in the Plaza, Clean Air Month and grant workshops. Through websites, e-newsletters, air quality forecasting, brochures/flyers, media interactions and presentations the District works to provide easy to understand information to all individuals throughout the county. Outreach is also an integral part of nearly all District programs.

New Development Review

Through the California Environmental Quality Act (CEQA) project review process, Planning and Outreach Division staff evaluate potential air quality impacts and recommend mitigation measures on development projects proposed throughout the county. These projects are submitted to the APCD for review by a lead agency, most often a city or County planning or transportation agency. District planners also work with local jurisdictions to incorporate air quality provisions in their general plans and regional transportation plans, and provide District input on air quality issues related to long-range planning efforts.

4 ASSETS AND OBSTACLES

The District has many assets that enhance its ability to accomplish its mission and goals and provide quality service to the citizens of San Luis Obispo County. We also face several obstacles, however, that can impede our ability to maintain this level of service into the future. An understanding of these assets and obstacles is essential to the strategic planning process.

ASSETS

Staffing

The District is fortunate to have a diverse staff of 24 professionals with extensive experience in the air quality management field. District employees currently have over 300 combined years of air quality experience working with the APCD, at other air districts in California, as environmental consultants, in private industry and in health organizations. This vast depth of technical knowledge is a tremendous asset to the District, enabling us to provide professional and efficient service in the increasingly complex air quality arena.

The majority of staff are long-time residents of San Luis Obispo County. This in-depth experience and personal connection to the community has engendered a commitment to protect public health and the environment and fostered invaluable working relationships with individuals and organizations throughout our local communities. These relationships are critical to assisting the District in developing partnerships and coalitions to address specific air quality issues in our region.

Technology

In the ever-advancing world of technology and communication, the District strives to stay abreast of computer and software tools that maximize staff resources. The District annually earmarks a small amount of funds to purchase or upgrade electronic equipment (computers, monitoring equipment, etc.) and software to improve productivity and customer service. The development, implementation, and continuous improvement of customized databases has enabled us to streamline our permit, enforcement and grant management processes. Our air monitoring stations have been computerized and automated so that all data and documentation is in electronic format and can be remotely accessed, which has dramatically reduced travel time and expenses and increased staff efficiency.

The District's comprehensive and user-friendly website (www.slocleanair.org) provides convenient access to a wide variety of local and general air quality information and has significantly increased

our outreach capabilities to the general public and local businesses. Over the past several years, the use of Geographic Information Systems (GIS) has been incorporated into many District programs to expand our capability and streamline staff analysis of projects and permit applications; it has also given us an excellent tool for graphically communicating technical information to the public. Finally, the use of graphic design and layout software has enhanced our public outreach efforts, allowing for in-house development of educational materials and reducing costs.

Relationship with Stakeholders

By maintaining consistent, effective and balanced programs and diligently addressing the air quality aspects of key issues facing our region, the APCD has developed notable relationships with local businesses, government agencies, environmental groups and the general public. Through effective partnering, the District is able to work in collaboration with many interest groups to assure there is support and willingness to implement regulatory control strategies and voluntary emission reduction measures. Support from a wide array of stakeholders is essential when bringing such measures to the APCD Board for approval.

The APCD has increasingly promoted and formed partnerships and coalitions in recent years in an effort to streamline operations, leverage limited resources and improve networking opportunities with other agencies, businesses and community groups. Partnering with other groups increases the diversity of talent and experience available to accomplish joint projects and goals. This is especially important in developing and implementing air quality management strategies that target personal choices related to transportation and energy use that affect air quality and climate change. In addition to pooling of limited resources, partnerships and coalitions provide a superior means for achieving outreach to promote beneficial changes in individual behavior.

The Central Coast Clean Cities Coalition (C5), the Transportation Choices Program (TCP) and SLO Car Free are three examples of effective partnerships that serve to further clean air goals. C5 is a group of public and private organizations and individuals dedicated to promoting the use of alternative fuel vehicles and the needed infrastructure throughout our County. TCP is an active coalition formed over a decade ago between the District, San Luis Obispo Regional Rideshare and Ride-On Transportation that promotes the use of alternative transportation to and from worksites and schools. SLO Car Free is a cooperative partnership between APCD, C5 and numerous businesses throughout the county that promotes and provides tools and incentives for visitors to travel here without their cars or use clean alternatives once they arrive.

Concerned and Active Citizenry

Many people who live in SLO County have made the choice to reside in a region that is full of beautiful vistas, open space and natural resources available for all to enjoy. Public awareness of SLO County's natural attributes extends beyond the reach of local residents and attracts tourists throughout the year. Often the District receives inquiries from interested individuals, businesses

and organizations looking to relocate to an area with a clean environment and healthful air. For businesses, industry, ranchers and farmers, government agencies, environmentalists, health advocates, athletes and the general public – maintaining healthful air for all to breathe is a critical value that is commonly shared. This community value is integral to our continued ability to attain and maintain the health-based air quality standards.

Small Population and Rural Setting

SLO County constitutes a land area of approximately 3,316 square miles with over 270,000 residents; most of them (75%) live within the coastal plateau. Much of the development in the region tends to occur along the Highway 101 corridor that provides a direct link to San Francisco and Los Angeles. The majority of the land area in the county remains in agriculture or preserved open space. Our relatively small population helps to limit pollutant emissions and other impacts on our environment and maintain our open spaces.

Diverse Board of Directors

The APCD Board consists of twelve members: the five County Supervisors and one city council representative from each of the seven incorporated cities. This combination helps expand our connection with local jurisdictions and incorporate multiple perspectives as we develop, adopt and implement emission control strategies and air quality management policies and programs.

OBSTACLES

Large Workload and Unfunded Mandates

The District, like most government agencies, is faced daily with the emergence of new tasks and responsibilities that demand staff time and resources beyond our existing workload. In the air quality arena, new programs and mandates are regularly adopted at the Federal and State level as new information becomes available on health impacts of pollution or new methods of reducing emissions. These mandates are often delegated to the local air districts to implement, typically with no funding or other supporting resources. Failure to implement the mandates may result in continuing or increasing a significant health risk to our local community that might otherwise be avoided. This increasing workload with no increase in resources is already resulting in unrealistic work demands on staff. Work quality, consistency, productivity and morale all tend to decline when staff workload remains excessive over a long period.

Programs Not Implemented

Through the District's ongoing efforts to prioritize workload and maximize resources, some programs are reduced, deferred or eliminated from the work plan in order to maintain an acceptable level and quality of service. While necessary from an operational standpoint, such actions carry consequences. For example, implementation of some adopted PM10 control measures has been pushed back due to inadequate staff and financial resources to implement them within the timeframe originally envisioned. This deferral results in continued public exposure and associated health risk from higher PM10 emissions than would otherwise occur if those measures are implemented earlier. Similarly, limited resources have restricted the scope and breadth of our public outreach efforts. This makes it more difficult to educate and involve the public in important air quality issues that need their understanding or support.

These are just a few examples among many of the type of trade-offs we face when staffing and resources are not adequate to meet workload demands, resulting in difficult choices and the need to carefully weigh allocation of limited resources versus public benefit in deciding how or if a program is implemented.

Staff Turnover and Replacement

Recent retirements at the District foreshadow a pending depletion of in-house historical knowledge and expertise as a significant number of long-term staff approach retirement age. The average staff age at our agency is now 50, with nine staff currently 55 or older and six others turning 55 within the next five years. Thus, over half our staff will likely retire within the next decade. In a small agency such as ours, even one long-term employee retirement represents a substantial loss of knowledge and expertise. Thus, this is a significant issue that must be addressed in advance through succession planning to ensure continuity and effective functioning of the agency as we transition to a younger, less experienced workforce.

Fiscal Limitations

As described above, limited fiscal resources may significantly affect the District's future ability to implement important air quality programs and retain experienced staff. While we are fortunate to have a relatively diverse mix of revenue sources, our ability to increase that revenue is restricted primarily to fees imposed on regulated facilities within the county; these fees currently represent about 45% of our total revenue. Proposed increases in these fees must be justifiable in relation to our costs to administer our stationary source programs and must consider the economic impact to affected industry, who already bear the burden of similar fees collected by State and Federal regulatory agencies. Our other significant revenue sources (21% from motor vehicle registration fees and 6% from property taxes) are controlled by the state and require legislative action to modify.

Rising operational costs and limited local ability to enhance revenues present significant challenges to our ability to maintain programs and provide services at existing levels.

Public Habits Are Hard to Change

The District has had many successes in reducing pollution from stationary sources; however, to ensure clean air into the future will require further emission reductions in the public sector. Currently mobile sources, such as cars, trucks and buses, are the primary contributor to air pollution in our region. Vehicle trips and miles traveled continue to increase at a significantly greater pace than population growth, while consumer choice over the past two decades has led to a substantial increase in the number of vehicles on the road with high gas consumption and related emissions. Unfortunately, technological advances in emission controls cannot keep pace with this rising emission rate, especially as we begin to address greenhouse gases. Changes in consumer habits and choices are needed, yet they are so prevalent and so ingrained in our daily life that they are an integral part of our culture. Changing these habits will require a significant increase in consumer awareness and understanding of the impacts of their choices, and acceptance that each individual choice can make a difference. Achieving that level of consciousness requires a substantial outreach effort and significant resources for implementation.

Limited Authority

Controls on mobile sources such as cars, trucks, trains and marine vessels fall outside the District's jurisdiction and are regulated by State and Federal agencies that establish the emission standards for vehicles and fuel specifications. The California Air Resources Board also regulates consumer products (paints, aerosol sprays, deodorants, etc.), a rapidly increasing category of emissions. Thus, the District must rely on State and Federal agencies to adopt and implement the necessary control strategies to ensure emission reductions from these important sources are achieved. The impact of these emissions on our local air quality, and the effectiveness of State and Federal efforts to control them, can affect how we regulate the sources that are under our jurisdiction.

5 FUTURE CHALLENGES

AIR QUALITY MANAGEMENT TRENDS AND MANDATES

The practice and nature of air quality management is continually evolving due to a variety of factors. Ongoing advances in science and technology provide new information about the health effects of different pollutants, as well as new methods to reduce emissions. Changes in industry and marketplace practices and products bring new air quality impacts that must be addressed. Changing patterns of population growth and the economy can create problems between emission sources and residents that must be resolved. Public knowledge regarding the nature and health effects of air pollution has also grown substantially in recent years and created new concerns that are often manifested in new legislative mandates.

The lessons learned from this changing environment have helped shape current trends in air quality management. Market-based alternatives are becoming more common in developing emission reduction strategies. District involvement in grant programs has expanded rapidly and provides effective emission reductions from unregulated sources that might otherwise not occur. Incentive programs, like rebates for purchasing energy efficient technologies and cleaner vehicles, are becoming a popular method to motivate consumers to choose air-friendly products or to use alternative transportation to reduce vehicle emissions. Early review of urban development proposals allows the opportunity to promote compact infill design principles and identify potential incompatibilities with neighboring uses. A strong public information program can increase awareness among citizens and decision makers on important air quality issues and help reduce concerns that arise due to misunderstanding when insufficient information is available. These trends in air quality management have proven effective at reducing emissions, but require dedication of staff and financial resources to implement.

Recent and impending mandates at the State and Federal level also affect our current and future workload. New research on the health effects of fine particulate matter has led to the adoption of more health-protective State and Federal air quality standards that are exceeded in San Luis Obispo County. The identification of diesel exhaust as a prevalent and hazardous toxic air contaminant has resulted in new requirements to develop and implement diesel risk management programs, including District implementation of State regulations on previously unregulated agricultural engines and equipment. Environmental justice concerns have prompted the need to evaluate the potential for causing disproportionate impacts to disadvantaged populations when siting new industrial and

commercial facilities. Finally, recent State and Federal regulations to address climate change have resulted in new statutory requirements to reduce carbon dioxide and other greenhouse gas emissions from a variety of sources. District implementation of all the new responsibilities identified above adds to an already daunting workload and will require thoughtful prioritization to ensure resources are appropriately allocated.

Local Air Quality Trends

Over the past 20 years, implementation of our Clean Air Plan has resulted in significant improvements in ozone and particulate matter levels throughout the County. In addition, many local businesses have received APCD grants or voluntarily modified their operations to increase efficiency and decrease emissions, thereby reducing the need for additional regulation. Thus, even with continued population and vehicle growth, we have been able to reduce the overall level of pollution countywide, with most populated areas enjoying good air quality most of the time. Nonetheless, significant air quality problems still exist in some areas of the county.

Ozone levels exceeding both Federal and State standards are measured on numerous days in the rural eastern portion of the county due to pollution transported from areas outside our county; as a result, this area of the county was recently designated as nonattainment for the Federal 8-hour ozone standard. Exceedances of the more stringent State ozone standard also occur periodically in Paso Robles, Atascadero and some coastal areas due to both locally formed emissions and transported pollution.

Occasional exceedances of the State 24-hour PM10 standard also occur countywide; however, the monitors on the Nipomo Mesa consistently measure much higher levels than anywhere else in the county. Comprehensive studies performed by staff and consultants show dust from the Oceano Dunes State Vehicle Recreation Area (ODSVRA) is the major source contributing to these high PM concentrations observed on the Mesa. In addition, respirable particulate matter even smaller than PM10 has been found to be a significant component of the particulate measured on the Nipomo Mesa, requiring increased monitoring for PM2.5 in that area. District Rule 1001 approved by the Board in November 2011 requires development and implementation of a particulate matter reduction plan for the ODSVRA. District oversight of that effort will require significant time and resources that present an ongoing workload challenge.

SOCIAL TRENDS

Population

According to the 2010 Census, the population of San Luis Obispo County grew from 247,000 in 2000 to about 270,000 in 2010, a 9.3% increase; nearly 15,000 housing units were also added during that

period. Growth was led by large population gains in Paso Robles (27% increase) and in the unincorporated areas of SLO County (12% increase). An average annual population growth rate of 1.2 percent is forecast to occur from 2011 through 2016, while an additional 124,515 homes are projected to be added countywide by 2020.

Much of the housing built over the past two decades has been low-density, large lot development at the fringe of existing communities or in more rural areas of the county. Such development cannot support public transit and is poorly suited to walking or biking; thus, it increases our reliance on automobiles to get around. In addition, the cost of living in San Luis Obispo County continues to increase at a much higher rate than personal income. In order to purchase an affordable home, many individuals are choosing to locate in more remote areas of the County (or outside the County) and endure an extended commute to their worksite. Currently the average commute distance from home to work is about 13 miles. If these trends continue, more individuals will live further from work and have a greater impact on air quality and rapidly increasing congestion.

The average age of the County population is rising. Over the past 15 years, the median age in the county has increased to 39 years old. In addition, the percentage of individuals in the 24-34 year age group has decreased below the statewide average, reflecting the high cost of housing for first time home buyers. Following the statewide trend, the Latino population continues to grow, now accounting for approximately 21% of the overall population countywide.

Although passenger cars (e.g., sedans) continue to meet cleaner emission standards, the overall consumer trend is to purchase sport utility vehicles, minivans and trucks that do not yet meet similar standards. These vehicles have poor gas mileage compared to conventional passenger vehicles, which is a likely factor in the 5 million gallon per year increase in gasoline dispensed in this county for each of the last three years. These larger vehicles also generate substantially higher emissions of all pollutants and contribute a disproportionate share of the greenhouse gas emissions in our region.

Economy

The District's \$4.7 million budget includes revenue from regulated source permit fees (45%), vehicle registration fees (21%), local property taxes (6%), State subvention (2%) and miscellaneous other sources. Fluctuations in the local, regional and state economy can have both direct and indirect effects on this funding including the ongoing California budget deficits. In years past, the State legislature has diverted funds away from cities, counties and special districts to help reduce budget shortfalls. Property taxes and subvention remain the two revenue sources most vulnerable to State diversion from the District. Limited resources have also resulted in the shifting of some responsibilities from the state to local jurisdictions, increasing workloads at the local level without additional revenue.

Significant fluctuations in the economy also affect District revenues. As an agency funded by fees from the industries we regulate, our revenue can fluctuate with theirs. If the economy is strong, existing companies are growing and new facilities are relocating or building here, resulting in increased APCD permits and associated revenue. A shrinking economy has the reverse effect, and may hinder our ability to maintain existing permit fees in step with our permitting costs and the ever rising cost of living.

Another factor significantly affecting the local economy is the high housing costs in San Luis Obispo County. The San Luis Obispo to Paso Robles area recently ranked as the 2nd least affordable small market housing area in the nation. This has made skilled employee retention and recruitment difficult for businesses throughout the county, including our agency, and makes it less attractive for other businesses to relocate here. If local businesses are unable to hire and retain skilled employees due to housing affordability, they may choose to leave the area. This adversely impacts the local economy and may indirectly affect District revenues from permit fees.

Environment

The environmental awareness of the public continues to grow with increased access to information and a greater focus worldwide on environmental issues. This heightened consciousness has manifested itself in the marketplace. Consumers are increasingly provided with "environmentally friendly" options, such as energy efficient appliances for the home and more fuel efficient and lower emission vehicles. Further, businesses are focusing more on reducing their impacts on the environment through a variety of pollution prevention techniques, such as increased solvent recycling and use of water based paints. These "clean" technologies and operations often have the added benefit of reducing costs by reducing fuel demand, energy consumption and/or product usage.

The public is also more knowledgeable and concerned about issues such as toxic air contaminants, environmental justice and climate change. Research conducted by EPA and ARB over the past several years has shown the potential for significant public health risk from long-term exposure to fine particulate, diesel exhaust and a number of other compounds identified as toxic air contaminants. In many areas of the state, disadvantaged communities are disproportionately impacted by these compounds, resulting in environmental justice issues that must be corrected. Those concerns have resulted in new program requirements and mandates that all Districts must implement. Similarly, public concern over climate change has supported the substantial efforts at state and local levels nationwide to implement programs to reduce greenhouse gases (GHGs). California took the lead in 2006 by adopting the Climate Solutions Act, which requires a 25% reduction in GHGs by 2020.

Groundwater contamination from leaking petroleum storage tanks, pipelines and other sources continues to raise public and government concern, resulting in an increasing number of projects to

remediate contaminated sites. Several large clean up efforts have already taken place in San Luis Obispo County, and more are expected in the future. The APCD generally has a significant oversight role in these projects to ensure that air quality and toxic emissions impacts from construction equipment, haul trucks and soil aeration during the clean up process are minimized.

STAKEHOLDER SUPPORT AND PARTICIPATION

District stakeholders include the general public, regulated and unregulated businesses, environmental and non-profit organizations, government agencies and anyone else affected by air pollution or the laws that govern it. The degree of public participation in and community support of the District's programs can greatly affect our ability to achieve our goals and mission. By seeking opportunities for input from and communication with the community, we benefit from additional perspectives and gain greater support for the District mission.

Outreach to the community about air quality issues is essential to the District's success. A comprehensive approach using a diverse range of media can be very effective in grabbing attention, keeping interest and building support. Providing a mechanism for all audiences within the general public to offer input on District programs ensures those programs are aligned with the values of our community.

Participation in rule workshops by regulated businesses and industries provides essential input needed to formulate workable rules and programs and can result in more voluntary compliance. Ongoing dialog with the business community is important to ensure the regulated industry understands local regulations and is also aware of the services and programs available to assist compliance with State and Federal regulations. Coordination of efforts between governmental agencies avoids duplication of efforts and policies that do not support the goals of both organizations and reduces the potential for conflicting requirements. Enhancing District resources by forming partnerships and coalitions with other organizations to promote various aspects of the District's mission can result in more efficient and effective programs and better use of public funds.

As new issues arise, we must continually ensure adequate opportunities are available for public involvement in formulating the District's direction and policies. Listening to the values and goals of the community and incorporating their needs into the District's programs will maintain these essential relationships and result in greater community participation in achieving clean air.

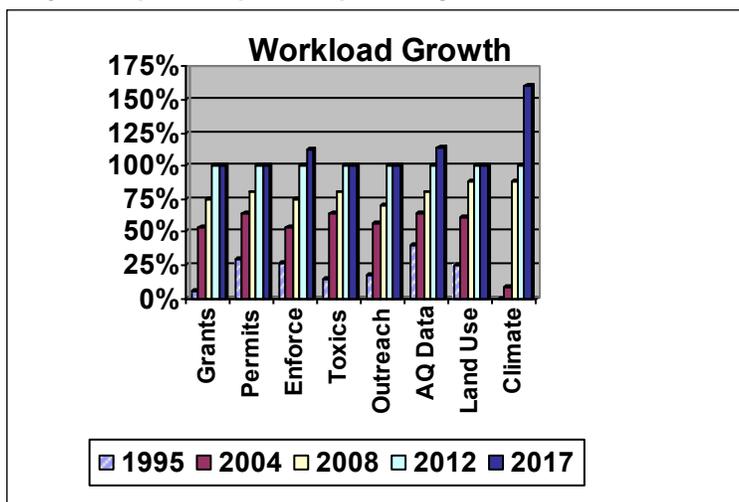
DISTRICT RESOURCES

Staff Resources and Workload Expectations in Next Five Years

In evaluating the District's resource needs over the next five years, we reviewed staff resources, existing programs and workload, the adopted Strategic Action Plan goals and objectives, as well as new mandates or programs known or expected within that timeframe. The following provides a brief summary of that analysis.

Existing Programs and Staff Resources (04/05, 08/09, 12/13, 16/17)

The District currently implements a wide variety of air quality programs required to meet State and Federal mandates and ensure public health protection for all county residents. Our effectiveness in implementing these programs is detailed in the performance measures presented to the Board at budget adoption in July of each year. As shown in the adjacent chart, while staff levels have not increased since 1993, staff workload in many program areas has risen dramatically and is expected to increase further over the



next few years. This is due to implementation of new programs, such as climate protection, as well as new requirements for existing programs, such as increased administrative overhead for grant programs and a large increase in compliance inspections required for all the additional facilities and equipment brought under permit in response to new State regulatory requirements enacted over the last decade.

In the process of implementing the Strategic Action Plan (SAP) adopted by the Board in 2004 and updated twice since, staff have initiated a wide range of streamlining measures in all program areas to accommodate the continuously rising workload amid increasing budget constraints. These efforts have significantly improved our efficiency, yet staff workload remains excessive and is expected to further increase over the next five years, as shown in the chart above and described in the table and subsequent discussion below. Current staff levels are inadequate to meet these coming demands; thus, careful prioritization and further streamlining of existing operations will be essential to accomplish the goals and objectives of the SAP.

The District currently employs 23.5 permanent, full time equivalent (FTE) staff, plus contract help and interns. The following table shows existing staffing and expected future workload across each major program area and identifies which programs are mandatory or discretionary.

APCD PROGRAMS	APCD Division	Mandate	2012 Staffing	2017 Workload
New and modified source permitting	Engineering	Yes	3	3
State Air Toxics program	Engineering	Yes	0.5	0.5
Rule development	Engineering	Yes	0.7	1
Emissions inventory	Engineering	Yes	0.5	0.5
Source emissions testing	Eng/Compl	Yes	0.8	0.8
Business assistance	Eng/All	No	0.8	0.8
Rule implementation	Compliance	Yes	1.5	1.8
Permit renewal and compliance inspections	Compliance	Yes	1.6	1.8
Asbestos removal and project oversight	Compliance	Yes	0.2	0.2
Gasoline dispensing vapor recovery	Compliance	Yes	0.6	0.6
Complaint investigation	Compliance	Yes	0.2	0.2
Agricultural and open burning permits and oversight	Compliance	Yes	0.6	0.6
Violations and mutual settlements	Compliance	Yes	0.2	0.3
Air monitoring, data evaluation and reporting	Monitoring	Yes	2.2	2.5
Clean Air Plan development and implementation	Planning	Yes	0.3	1.8
State and local grant program administration	Planning	No	2	2
CEQA project review	Planning	Yes	1.2	1.2
Smart growth and transportation alternatives	Planning	No	0.8	0.8
Mobile sources and alternative fuels	Planning	No	0.5	0.5
Outreach	Plan/All	No	1	1
GHG Reduction programs and activities	Plan/All	Yes ¹	0.8	1.3
Local, regional and statewide interagency coordination	All	No	0.7	0.7
Staff training	All	Yes/No ²	0.4	0.5
Computer and office operations support	Admin	Yes/No	1.2	1.2
Safety & Emergency Response	All	Yes/No ²	0.1	0.1
Fiscal Management	Admin	Yes	1.1	1.1
Human Resources	Admin	Yes	0.5	0.5
Agency & Division Administration	All	Yes	2	2
	TOTAL		26 ³	29.3 ³

¹ Current mandates; add'l mandates expected ² Some mandatory ³ Includes contract help and interns

New and Expected State or Federal Mandates or Programs to Implement

Every year, a number of new air quality requirements are adopted by the California Air Resources Board or State legislature that must be implemented by air districts. Bills which fail to pass in a given year are often modified and brought forward in subsequent years, providing a preview of new regulations that may be anticipated in the near future. Many of these new mandates require significant staff and resources for districts to implement them. Typically, no funding is provided for implementation under the expectation that air districts will raise stationary source fees to cover program costs. The following discussion describes recently adopted mandates, anticipated new mandates within the next five years, and other programs expected to be implemented as a result of State or Federal actions.

Existing State and Federal Mandates with Upcoming Additional Requirements

The following mandates must be implemented by the District within the next five years:

- ***Attainment of State PM₁₀ Standard*** – Implement Rule 1001 and other fugitive dust control strategies. Several new control measures adopted by the Board in 2006 to reduce PM emissions and ambient concentrations countywide will be developed into regulations for the Board to adopt and staff to implement over the next few years. Implementation of those measures will require extensive staff coordination with various local agencies and affected sources.
- ***AB 32*** – the Global Warming Solutions Act of 2006 requires California greenhouse gas (GHG) emissions to drop to 1990 levels by 2020 through a broad series of regulations and market measures that will require implementation by local air districts, including additional permit and CEQA review for GHG emissions from regulated sources. Some additional mandated programs include:
 - *Landfill Gas Rule* – requires air districts to enter into a Memorandum of Agreement with ARB and add GHG tracking, control requirements and compliance review to existing landfill permits.
 - *Refrigeration Management Program* – requires air districts to enter into a Memorandum of Agreement with ARB, undergo training, conduct inspections and review compliance reports for large grocery stores and other facilities required to reduce refrigerant leakage from refrigeration units.
 - *GHG Emissions Inventory* – Larger GHG sources are required to calculate and verify their GHG emissions annually and report them to ARB; local air districts will likely be involved in helping ARB validate the data reported by sources in the district.
- ***SB 375*** – the Sustainable Communities and Climate Protection Act requires the development and implementation of a Sustainable Communities Strategy (SCS) in Regional Transportation Plans to align regional transportation planning, regional GHG reduction targets and land use and housing allocation. SLOCOG developed a preliminary SCS, with APCD assistance, that was included in the 2010 RTP SLOCOG; however, it did not meet all the requirements of SB 375. SLOCOG will develop a full SCS for the 2015 RTP update that addresses the SLO GHG targets set by ARB.

APCD will participate in the process and assist SLOCOG in addressing the air quality and GHG portions of the plan to help meet the requirements of SB 375.

- **SB 97** – requires all local jurisdictions/lead agencies as part of the CEQA process to assess and mitigate, to the extent feasible, GHG emissions from proposed land use development. Implementation of the Board-approved GHG thresholds for CEQA will involve the air district working with lead agencies to ensure GHG emissions from proposed land use development projects are appropriately evaluated and mitigated as defined in the CEQA Handbook.
- **ARB Diesel Risk Reduction Plan** – ARB’s 10-year implementation schedule for their Risk Reduction Plan includes a long list of recently, or soon to be, adopted control measures requiring local district implementation. The following upcoming deadlines will require significant additional District outreach, permitting and compliance efforts:
 - January 2013: Tier 1 Portable Diesel Engine replacement
 - May 2013: Agriculture Diesel Engines > 300 hp require CO catalyst
 - January 2014: Agriculture Tier 1&2 <175 hp diesel engine replacement
 - January 2015: Agriculture Tier 1&2 >175 hp diesel engine replacement
 - January 2017: Tier 2&3 portable diesel engine replacement
- **Enhanced Vapor Recovery Controls at Aboveground Tanks** – Gasoline dispensing facilities statewide are required by ARB to install additional equipment to control vapors starting April 2013 through January 2016. Over the next four years, 20 facilities will need to be reviewed, issued construction permits, inspected and reissued permits.
- **Federal Ozone Nonattainment Designation** –San Luis Obispo County has been designated a Federal nonattainment area due to periodic exceedances of the 8-hour O₃ standard in the eastern part of our county. This will result in increased complexity in Federal reporting, Federal nonattainment project review, additional inspection and permitting requirements for affected facilities, new Federally enforceable regulations, and potential development of an ozone attainment plan to be incorporated into the State Implementation Plan (SIP).

Expected New Mandates in the Next Five Years

- **EPA Revisions to the National Ambient Air Quality Standards (i.e., ozone, PM, NO₂, SO₂)** – the Federal Clean Air Act requires EPA to conduct periodic review of the science upon which the national ambient air quality standards (NAAQS) are based and recommend appropriate revisions to the standards, if necessary. Over the next five years, EPA is scheduled to review the NAAQS for ozone, particulate matter, nitrogen dioxide and sulfur dioxide. The air district will monitor EPA’s course of action, evaluate local air quality monitoring trends and determine the implications to SLO County attainment status and regulatory requirements. Changes to any of the standards could result in significant additional staff workload to implement them.
- **Federal Nonattainment for PM_{2.5}** – measurements of PM_{2.5} concentrations in the South County have come close to exceeding the Federal PM_{2.5} standard on several occasions in the past year. Four violations of the standard within 3 years will cause SLO County to be designated nonattainment for PM_{2.5}, which could result in increased complexity in Federal reporting, Federal nonattainment project review, additional regulatory requirements for affected sources, new

Federally enforceable regulations, and development of a PM_{2.5} attainment plan to be incorporated into the State Implementation Plan (SIP).

- **Federal GHG Regulations**– The District expects one or more local emission sources to trigger a Federal Title V operating permit in the next few years based on the USEPA’s Greenhouse Gas Tailoring Rule. The complicated procedures required in that permit process involve substantial initial and ongoing staff time and include review by the public and EPA.

Other New Programs or Projects to be Implemented in the Next Five Years

- **Expanded Outreach Programs** – New regulations and programs related to greenhouse gas reductions may increasingly involve previously unregulated businesses, requiring an expanded outreach program to inform and educate them on new requirements and incentives and increase overall awareness on APCD functions, including our compliance assistance programs and resources.
- **Implementation of Toxic Risk Management Plan**– Under their Diesel Risk Reduction Program, ARB is in the process of developing a regulation for mobile diesel engines used in agriculture, such as tractors and tow-behind equipment. Implementation of this regulation will likely require significant District outreach and staff assistance to help the Ag community comply with the State requirements.
- **Continued South County PM Monitoring and Implementation of Rule 1001** – Will require ongoing air monitoring and data review and evaluation to track Rule 1001 compliance, South County PM attainment status and the effectiveness of dust control requirements in reducing PM emissions and concentrations, as well as staff coordination among Divisions and close coordination with State Parks.
- **Taking Over Board Clerk Responsibilities from the County** – The County Clerk-Recorder recently handed APCD the responsibility for clerking all APCD Board meetings, including posting agendas and staff reports to the County Granicus web system, preparing and posting official meeting minutes, responding to public information requests regarding the administrative record from Board meetings, and other responsibilities. Taking on these new responsibilities has increased the workload for existing administrative staff.
- **Adding Board Executive Committee Meetings** – The APCD Board is considering establishing a Board Executive Committee that would hold bi-monthly public meetings to advise the Executive Director and staff on pertinent agency issues during the interim period between Board meetings. This will require bi-monthly staff preparation, publication and public noticing of agendas and staff reports for the committee, as well as staffing and clerking the committee and preparing minutes.

FISCAL RESOURCES

As identified above, staff workload is currently impacted and expected to increase with recently adopted and anticipated new mandates and programs that must be implemented within the next five years. Despite significant streamlining of operations since the last Fiscal Plan presented to your Board, it will not be possible to meet this anticipated workload with existing staffing levels. Thus, this 2013-2017 update to the Strategic Action Plan identifies the goals and priorities of most importance for implementation and how to accomplish them with available resources.

Unfortunately, our current revenue base will not fully support existing operations over the next five years, let alone new programs. The pending closure of the aging Morro Bay power plant in late 2013 will result in the loss of \$279,000 in annual permit fees by FY 2014/15. As described in the 2013-2017 APCD Fiscal Plan, the District has anticipated this event and has built a healthy reserve capable of filling that revenue loss for at least three years into the future. It is clear, however, that additional stable sources of revenue are needed to avoid drastic cuts in operations, services and staff in coming years. The APCD 2013-2017 Fiscal Plan has identified several key strategies that can be implemented to eliminate this projected deficit and ensure District operations and finances continue to remain viable into the future.

6 STRATEGIC GOALS

Seven strategic goals were identified as critical to address in the 2007-2012 SAP update. Extensive discussion sessions with stakeholders and District staff were held during the current update process in which current programs and future mandates were evaluated to determine the most important focus for available District resources over the next five years. This resulted in combining two goals for more efficient implementation and refining the wording of several others to better reflect Board and stakeholder priorities. The following presents the six strategic goals identified by the Board, staff and stakeholders as critical to address over the 2013-2017 timeframe, as well as a description of their importance and the consequences of failing to address them.

Goal: Achieve and maintain attainment with National and State health based standards

Importance: Achieving and maintaining ambient air quality within health-based standards is one of our primary responsibilities mandated by law and a key element of the District mission. Ambient pollutant levels exceeding established standards can cause significant short and long-term health effects, particularly for children, the elderly and those with compromised respiratory or cardiac systems. Exposure to airborne fine particulate matter is increasingly recognized as a significant public health concern, causing respiratory and cardiac illness and premature death. As a result, it is rising to the forefront of clean air management efforts nationwide.

San Luis Obispo County is currently designated as a nonattainment area for the State ozone and particulate matter (PM10) air quality standards. In addition, the eastern portion of our county was recently designated as nonattainment for the less stringent Federal ozone standard due to transport of pollutants from outside the county. Several exceedances of the Federal PM10 standard have also been recorded recently in the South County, which could result in future redesignation as a Federal nonattainment area for that standard. Vigilance and proactive measures will be needed to achieve and maintain compliance with the health-based standards for both pollutants.

Consequences of Failing to Achieve Goal: Failure to achieve or maintain attainment with the standards will result in increased health risk for residents in our area and could increase the burden on local health care. Potential economic impacts on businesses and residents may result through additional regulatory requirements to ensure attainment of the standards. Increased pressure for additional regulation at the local level may also occur from residents who perceive exposure to high levels of air pollution as a significant threat to their health or quality of

life. Poor air quality can also reduce crop yields, damage local ecosystems and result in reduced visibility that can spoil the views and vistas that attract tourists to our region.

Goal: Manage toxic air contaminants to protect public health and meet risk thresholds

Importance: Few things cause more public concern than exposure to toxic air contaminants, a diverse category of pollutants with the ability to cause cancer, birth defects, neurological damage and other significant short and long-term health effects. Exposure to diesel exhaust is widely recognized as a major factor in the overall cancer risk to the general public. In addition, a significant number of businesses with toxic emissions are located near residential areas and may pose health risks greater than acceptable levels. Public and scientific concern on this issue has been growing steadily, matching the rapid growth rate of new State and Federal laws regulating toxic air emissions. Toxic emissions tend to impact a more localized area than traditional pollutants, creating “hot spots” near the emission source(s). These “hot spots” sometimes disproportionately impact economically disadvantaged areas and can be an Environmental Justice concern.

Consequences of Failing to Achieve Goal: Failure to identify and reduce toxic contaminant exposure can shorten life expectancy, reduce the quality of life, and increase public health costs. Public support for all programs could be negatively affected by failure to implement an effective program to reduce exposure and risk.

Goal: Ensure air quality and public health impacts from land use are addressed.

Importance: The way in which we plan and grow our communities has a direct impact on how we travel from place to place, which affects our overall dependency on motor vehicles for transportation and the resulting emissions and air quality impacts from those vehicles. Inappropriate siting and zoning decisions can also increase exposure to toxic emissions from commercial and industrial facilities or high volume roadways. Effective planning on how and where new development occurs can minimize the level of, and public exposure to, emissions resulting from increases in population and economic growth throughout the County.

Consequences of Failing to Achieve Goal: On-road motor vehicles are the largest source of emissions countywide. Thus, failure to implement planning strategies to reduce reliance on the automobile for transportation has the potential to significantly impact the County’s air quality. The additional emissions resulting from poor planning decisions can cause air quality levels to degrade, exposing the public to higher levels of pollutants. Higher public health risks may also result from failure to adequately consider compatibility issues when making zoning and siting

decisions. Both issues could cause additional financial and operational burdens on local businesses if new regulations are required to maintain compliance with State and Federal air quality standards or to reduce public health risks.

Goal: Minimize local and regional greenhouse gas emissions and impacts to meet State and Federal requirements.

Importance: There is overwhelming scientific evidence that climate change is occurring globally, largely due to atmospheric accumulation of carbon dioxide and other greenhouse gases (GHGs) caused by human activities; fossil fuel combustion for energy generation and transportation, industrial processes, urban development and deforestation are the major contributors to this problem worldwide. Projected increases in extreme temperature and weather events, increased transmission of infectious diseases, and higher air pollution levels could significantly impact public health and mortality rates in California and locally, especially given our aging population. State statutes now require a 25% reduction in GHGs statewide by 2020, yet emissions from energy use and transportation contribute over 60% of GHGs emitted in California and are currently projected to rise over that period. Thus, local and regional efforts to reduce emissions are essential to help meet federal and State GHG reduction goals.

Consequences of Failing to Achieve Goal: Failure to reduce greenhouse gas emissions at the local level will hamper State efforts in meeting the GHG reduction goals of AB32, California's Global Solutions Act of 2006, potentially resulting in State actions that reduce local control over how those reductions are achieved in our region. More importantly, failure to substantially reduce GHG emissions at local, State, national and international levels could have significant adverse impacts to public health and welfare in California and in our county, requiring implementation of substantial and costly adaptation strategies to address potential temperature increases of 5 – 10 °F by end of the century; up to 90% loss in Sierra snow pack and related availability of State water; 22-30 inch rise in sea level; 3-4 times as many extreme heat days and heat-related deaths; 2-3 times the number of critically dry years; 20 % increase in electricity demand; and increased number of days meteorologically conducive to high ozone levels.

Goal: Enhance awareness of local air quality and engage the community in working to promote clean air.

Importance: Motor vehicle emissions are now the largest source of ozone precursor and GHG emissions in our county and throughout California. Thus, air quality management in the future will rely less on emission reductions from traditional industrial sources and more on reductions from mobile sources and consumer products; that will require informed choices and behavioral changes by the public. Helping the public understand how decisions they make can affect air

quality in our area is essential if change is to occur. Increasing public awareness of toxic emissions and their sources is also necessary to reduce potential exposures. Likewise, outreach and education on how individuals can reduce energy consumption and private vehicle use will be essential in the effort to minimize our contributions to climate change. Providing easy access to comprehensive and understandable information will be critical for reducing emissions from these sources, protecting public health and improving and maintaining our air quality.

Consequences of Failing to Address Issue: Failure to provide effective public outreach will result in reduced public knowledge and understanding of how individual actions and choices affect local air quality and public health, ultimately diminishing our ability to affect behavioral choices that contribute to air pollution and climate change. In addition, lack of public awareness of toxic emission hazards could result in unnecessary exposures and harmful health effects. This could eventually lead to increased costs to local businesses to bear the burden for necessary emission reductions.

Goal: Ensure quality and cost-effective service is provided in all program areas.

Importance: The District works with government, industry, businesses and the public to preserve air quality at the local level; a keystone of the District's mission is to "provide quality and cost-effective service" to all with whom we interact. This includes providing cost-effective service to the business community through permitting, land development and grant funding processes; responding promptly to air quality issues that could result in public health consequences; informing affected businesses of pending regulatory changes or new advances in pollution control; and keeping the public informed on emerging air quality issues.

Our ability to comply with current and future State and Federal air quality mandates exceeds existing staff resources. As a result, some mandates remain unfulfilled and staff workload is at capacity levels. Adequate staffing and funding resources are required to ensure public health protection is maintained and enhanced where possible. While our budget is currently stable, the pending closure of the Morro Bay Power Plant presents a future funding shortfall that must be addressed to maintain implementation of core programs necessary to fulfill our mission and mandates and accomplish the strategic goals of this Plan. The District's limited staff and financial resources must continue to be applied where they will provide the greatest air quality benefit.

Consequences of Failing to Achieve Goal: Failure to provide quality and cost-effective services could impose unnecessary delays on the local business community and public, increasing their cost and inconvenience. Untimely complaint response could result in lack of issue resolution and extended exposure to air pollutants adversely impacting a community. Poor customer service could eventually reduce public confidence and support for the District and ultimately reduce the effectiveness of our programs.

Failure to proactively plan for and meet projected future staffing and funding needs may result in an inability to accomplish the District's mission and mandates, which could adversely affect public health. An excessive District workload shouldered by a shrinking staff could result in declining morale, reduced effectiveness, decreased customer service and further loss of experienced staff. As a result, critical air quality programs may not be implemented.

Summary

These six strategic goals define the issue areas upon which the District will focus its energy, efforts and resources over the 2012 – 2017 timeframe. Each goal is deemed essential to achieve over the 5-year period covered by this plan, and most are dependent on upon one another to be fully successful. Implementation of effective strategies designed to address the key elements of each goal, and performance measures designed to track progress in achieving the goals are essential to success. The following chapter identifies and describes these strategies and associated performance measures.

7

STRATEGIES & PERFORMANCE MEASURES TO ACHIEVE GOALS

In the 2007-2012 Strategic Action Plan update, 33 strategies were identified for implementation to address the strategic goals defined in the plan; all but three of those strategies have been implemented over the past five years. Those not yet implemented were evaluated along with new potential strategies for addressing the six strategic goals defined in this Plan update. A key element in the strategy development and evaluation process was the need to first develop performance measures to identify the metrics needed to accurately measure progress in achieving each goal. Strategies were then developed and evaluated based on their ability to accomplish the key elements of each strategic goal while supporting the performance measures.

One important result of the extensive process of evaluating strategic goals and the strategies to address them was a strong validation that the core programs we currently implement are on the right track. Thus, many of the key strategies identified in this process entail continuation or expansion of existing programs. The new programs or tasks proposed represent a redirection of only 5-10 percent of our current workload to improve performance and better align with the District mission and vision. This outcome gives the APCD Board, management team and staff confidence that we're already doing the right things and only minor adjustments are needed to ensure continued success.

The performance measures and implementation strategies for each goal are described below, along with the implementation period for each strategy. A few of the performance measures require establishing a baseline of data against which to measure ongoing progress; thus in those instances, a specific improvement goal cannot be established until data is collected to establish a baseline against which to measure progress. Some of the strategies proposed for implementation below are designed to collect the necessary baseline data, while others focus directly on goal achievement.

Goal: Achieve and maintain attainment with National and State health based standards

Performance Measures:

1. State and Federal air quality standards are attained
2. Ozone design values and precursor emissions trend downward or do not increase over a running 10 year period
3. PM10 and PM2.5 design values and emissions trend downward over a running 10-year period

Year 1 Strategies

1. Continue core program implementation to reduce and track emissions
2. Compile an emissions inventory for regulated sources and evaluate reductions achieved annually or biennially
3. Compile an emissions inventory for unregulated sources and evaluate reductions achieved (through grants, CEQA mitigation, etc.) annually or biennially

Year 2-5 Strategies

1. Develop an attainment plan for the State and Federal 8-hour ozone standards and the State PM10 standard
2. Biennially perform long-term, 10-year trend analysis of ambient AQ data for ozone and PM concentrations countywide
3. Develop an emission factor and emissions inventory data for the Oceano Dunes
4. Ensure implementation of emission reduction strategies at Oceano Dunes meets the compliance milestones in Rule 1001
5. Track upwind air district rules and attainment strategies and work with those districts to achieve reductions in emissions transported to our county
6. Track and promote ARB efforts to reduce vehicle emissions on a statewide level
7. Work closely with land managers on a statewide level to ensure transported emissions from prescribed burns do not significantly impact SLO County
8. Promote changes to improve the EPA process for approving exceptional events
9. Work closely with ARB and EPA to officially recognize the impacts of pollution transport to SLO County

Goal: Manage toxic air contaminants to protect public health and meet risk thresholds

Performance Measures

1. All new development approved by lead agencies meets the Board-approved health risk thresholds in the APCD CEQA Handbook
2. All new Authorities to Construct approved by APCD meet the Board-approved health risk thresholds
3. All sources subject to State and Federal Air Toxics Regulations are in compliance with applicable requirements

Year 1 Strategies

1. Finalize the draft Toxic Risk Management Plan and implement recommended measures to manage toxic risk.
2. Review and/or screen all referred land-use projects to ensure they meet approved health risk thresholds in the APCD CEQA Handbook.
3. Evaluate new or modified permit applications to ensure they meet approved health risk thresholds in District Rule 219, Toxics New Source Review.
4. Inspect permitted and non-permitted sources for compliance with permit conditions and/or air toxics regulations.

Year 2-5 Strategies

1. Prioritize and implement Toxic Control Strategies T-1 through T-28 from the TRMP.
2. Allocate resources for implementation of TRMP control strategies T-1 through T-28 based on prioritization.

Goal: Ensure air quality and public health impacts from land use are addressed.

Performance Measures

1. Approved air quality mitigation measures for new development projects are fully implemented.
2. Ratio of new residential development generated outside vs. inside urban and village reserve lines declines annually (specific reduction goal to be established after baseline is determined)
3. All new development approved by lead agencies meets the Board-approved health risk thresholds in the APCD CEQA Handbook

Year 1 Strategies

1. Develop and execute a compliance program to ensure AQ mitigations in development projects are implemented, including tracking and enforcing mitigation requirements on construction and operational project phases.
2. Annually tally the number of residential units and commercial square footage approved outside city limits, URLs or VRLs vs. those approved inside such boundaries countywide, and calculate new vehicle trips generated in each area.
3. Screen or review all referred land-use projects to ensure they meet approved health risk thresholds in the APCD CEQA Handbook.
4. Work with decision-makers and lead agencies to ensure any new development found to exceed approved risk thresholds is adequately mitigated.

Year 2-5 Strategies

1. Work with long range planning agencies on policies and strategies to improve the jobs-housing balance for each community.
2. Work with planning agencies to ensure high health risk areas (e.g. areas near highways, dry cleaners, gas stations and distribution facilities) are not zoned for residential development.

Goal: Minimize local and regional greenhouse gas emissions and impacts to meet State and Federal requirements.

Performance Measures

1. Greenhouse gas emissions (GHGs) in SLO County trend downward to meet the requirements of AB 32

Year 1 Strategies:

1. Work with the Cities and County to develop and adopt Climate Action Plans.
2. Monitor implementation of GHG CEQA thresholds and update the Gap Analysis to meet the land use GHG reductions identified in AB 32.
3. Track building permits/incentives that show number of households retrofitting homes for energy efficiency.
4. Assist local sources in complying with State and Federal GHG regulations (e.g., verification service, inventory development, etc.).
5. Seek to secure funding to provide incentives for improving energy efficiency, clean fuel infrastructure, and low-GHG vehicles.

Year 2 – 5 Strategies:

1. Work with the Cities and County to track and implement measures in their Climate Action Plans and update as needed to meet the Plan's GHG reduction goal.
2. Update APCD's GHG emission inventory every three years to track progress in meeting GHG reduction goals.
3. Assist SLOCOG in development and implementation of their Sustainable Communities Strategy to comply with SB 375.
4. Conduct statistically valid countywide survey to gauge public actions in implementing energy efficiency and other measures to reduce GHG emissions.
5. Use subset of the data from the APCD GHG inventory (e.g., energy, VMT) as an indicator of the population's personal actions.

Goal: Enhance awareness of local air quality and engage the community in working to promote clean air.

Performance Measures

1. Increased understanding of air quality issues by county residents and businesses over the period of this plan (specific improvement goal to be established after baseline is determined).
2. Increased action by county residents to reduce personal impacts to air quality.
3. Increase public and business awareness of APCD programs and operations.

Year 1 Strategies:

1. Implement and update as needed the APCD's comprehensive public outreach plan to guide outreach activities, accomplishments and future goals.
2. Maintain and expand partnerships with sister agencies (Public Health, SLOCOG)
3. Continue to expand youth outreach programs
4. Evaluate air quality information needs of businesses, key agencies and the public to better target outreach and training efforts
5. Establish a baseline for how many people we reach per year with events, advertisements, published pieces, EnviroFlash sign up, e-newsletters, C5 membership, programs (Car Free, P2, Green Awards), media interviews and stories.

Year 2 - 5 Strategies:

1. Conduct a statistically valid survey to determine the level of public and business understanding of important air quality issues.
2. Develop outreach and educational programs to increase understanding of the benefits of compact development, complete streets and alternative transportation.

Goal: Ensure quality and cost-effective service is provided in all program areas.

Performance Measures

1. Service and budget-based performance indicators meet overall performance rating of "Good".
2. Job knowledge ratings on annual staff performance evaluations are "above satisfactory" or better for the District as a whole.
3. Programs are adequately staffed and funded with non-reserve funds.
4. Funding reserves are maintained at or above 20% of annual budget.

Year 1 Strategies

1. Annual compilation and ranking of performance indicators for each program.
2. Continue performing existing customer service surveys.
3. Review training needs for each staff during annual performance evaluations.
4. Calculate reserve balance annually and report during budget adoption process.

Year 2-5 Strategies

1. Work with other agencies to identify and achieve mutual goals and reduce inconsistencies between missions.
2. Update the APCD Five Year Fiscal Plan at three year intervals and expand it to include evaluation of staffing resources.
3. Evaluate, and improve where needed, customer-based services (e.g., implement electronic payments, applications/document submittals, survey responses and other interactive tools).

The following chart provides a matrix showing the inter-relationships between the strategic goals and the strategies proposed to address them, with those in shading proposed for implementation during the first 12 months.

STRATEGIES	STRATEGIC GOALS					
	Attain Standards	Air Toxics	Land Use	Quality Service	Climate Change	Outreach
Continue core program implementation to reduce and track emissions	X	X	X	X	X	X
Compile emissions inventory for regulated sources and evaluate reductions achieved	X	X			X	X
Compile emissions inventory for unregulated sources and evaluate reductions achieved	X		X		X	X
Finalize draft Toxic Risk Management Plan and implement recommended measures		X	X			X
Review/screen all referred land-use projects to ensure they meet approved risk thresholds		X	X			
Evaluate permit applications to ensure they meet approved health risk thresholds		X				
Inspect permitted and non-permitted sources for compliance with permit conditions and/or air toxics regulations	X	X				
Implement compliance program to ensure AQ mitigations in development projects are completed	X		X			
Annual tally of residential units & commercial footage approved outside city limits, URLs or VRLs vs. those approved inside such boundaries; calculate new trips in each area	X		X			X
Ensure any new development found to exceed risk thresholds is mitigated		X	X			X
Work with the Cities and County to develop and adopt Climate Action Plans			X	X	X	X
Monitor implementation of GHG CEQA thresholds and update Gap Analysis to meet land use GHG reduction goals in AB 32			X		X	
Track building permits/incentives for number of homes retrofitted for energy efficiency	X				X	X
Assist local sources in complying with State and Federal GHG regulations				X	X	X
Seek funding for improving energy efficiency, clean fuel infrastructure & low-GHG vehicles	X				X	X
Implement comprehensive outreach plan to guide outreach activities				X		X
Maintain and expand partnerships with sister agencies (Public Health, SLOCOG, CalFire, etc)				X		X
Expand youth outreach programs						X
Evaluate air quality information needs of businesses, key agencies and the public to better target outreach and training efforts				X		X

STRATEGIES	STRATEGIC GOALS					
	Attain Standards	Air Toxics	Land Use	Quality Service	Climate Change	Outreach
Establish baseline for number of people we reach each year through outreach activities						X
Annual compilation and ranking of performance indicators for each program.				X		
Continue performing existing customer service surveys.				X		X
Review training needs for each staff during annual performance evaluations.				X		
Calculate reserve balance annually and report during budget adoption process.				X		
Develop attainment plan for State & Federal ozone and PM standards	X		X		X	
Biennially perform 10-year trend analysis of AQ data for ozone & PM levels countywide	X					X
Develop an emission factor and emissions inventory data for the Oceano Dunes	X					
Ensure implementation of emission reduction strategies at Oceano Dunes meets the compliance milestones in Rule 1001	X					X
Track upwind air district rules and attainment strategies and work with those districts to reduce emissions transported to our county	X					
Track and promote ARB efforts to reduce vehicle emissions on a statewide level	X	X			X	X
Work closely with land managers statewide to ensure emissions from prescribed burns do not significantly impact SLO County	X					
Promote changes to improve EPA process for approving exceptional events	X					
Work with ARB/EPA to officially recognize the impacts of pollution transport to SLO County	X					
Prioritize and implement Toxic Control Strategies T-1 through T-28 from the TRMP		X		X		
Allocate resources for implementing TRMP strategies T-1 to T-28 based on prioritization		X		X		
Work with planning agencies ways to improve jobs-housing balance for each community.			X	X		
Work w/planning agencies to limit residential development in high health risk areas		X	X			
Work with Cities and County to track and implement Climate Action Plan measures				X	X	X
Update GHG emission inventory every 3 yrs to track progress in meeting reduction goals					X	
Assist SLOCOG to develop & implement Sustainable Communities Strategy for SB 375			X	X	X	

STRATEGIES	STRATEGIC GOALS					
	Attain Standards	Air Toxics	Land Use	Quality Service	Climate Change	Outreach
Conduct survey to gauge public actions in implementing GHG reductions measures.	X				X	X
Evaluate subset of GHG inventory data (energy, VMT) to measure public actions					X	X
Conduct survey to determine level of public and business understanding of key AQ issues	X			X		X
Develop outreach programs to spotlight benefits of compact development, complete streets and alternative transportation	X		X		X	X
Work with other agencies to identify and achieve mutual goals and reduce inconsistencies between missions.				X		X
Update Fiscal Plan every 3 years and expand to include evaluation of staffing resources				X		
Evaluate & improve customer-based services				X		X

As shown above, several of the strategies proposed for implementation are multi-dimensional in their ability to address more than one issue; others are specific to a single goal. The number of implementing tactics and staff resources required to complete each strategy will vary, depending on the nature of the strategy and the goal it is designed to address.

Effective implementation of the strategies listed above will require program adjustments to create the capacity to absorb the additional workload. Thus, time spent on existing programs must be streamlined or reduced to free up existing but otherwise committed staff resources. Significant streamlining was already achieved just prior to initiating the first year strategies for the current Plan; yet we believe more can be done. Division managers and staff have evaluated and prioritized current tasks and responsibilities to determine where streamlining or cuts could feasibly be made without compromising the District mission. A plan was developed for each division showing the streamlining or improvement efforts that will be implemented to create the workload space needed to take on the new strategies that fall within their area of responsibility.

Implementing these key strategies over the next five years will require substantial commitment by the Board and staff, and the perseverance to see them through. Each year, as part of the Board's Budget Packet, an Action Plan will be developed and brought to the Board for review and approval, with a progress report on the strategies implemented the previous year and strategies proposed for implementation during the coming year.