



## Puget Sound Regional Council

### Regional Staff Committee | Remote Only

Date: Thursday, November 17, 2022 from 9:30-11:15 am

---

**1. Welcome and Introductions (9:30) – Chip Vincent, City of Renton**

**2. Reports (9:35)**

- a. Meeting Summary for October 20, 2022\*
- b. PSRC Announcements and Updates

**3. Discussion Item (9:45)**

- a. Regional Housing Strategy Monitoring\* – *Laura Benjamin & Ben Kahn, PSRC*

**4. Discussion Item (10:15)**

- a. Climate Change Work Program and RTP Performance Dashboard\* – *Kelly McGourty & Craig Helmann, PSRC*

**5. Information Items**

- a. PASSPORT TO 2044: Comprehensive Plan Workshop Series Flyer\*
- b. Joint Board Session on Institutional and Structural Racism Flyer\*
- c. Puget Sound Clean Air Agency: Virtual Open House Flyer\*
- d. Puget Sound Clean Air Agency: Draft 2030 Strategic Plan\*

**6. Next meeting: December 15, 2022**

**7. Adjourn (11:15)**

\*Supporting materials attached.

**Zoom Remote Connection Details**

- To join via a smart device or web browser, go to <https://psrc-org.zoom.us/j/83422263937?pwd=ZSt1T3UwQ1BBUEd2QUVLR2YwWXdKZz09> and enter Meeting ID: 834 2226 3937 and Passcode: 461286.
- To join by phone, call 888 475 4499 US Toll-free, or 833 548 0276 US Toll-free, and enter Meeting ID: 834 2226 3937 and Passcode: 461286.
- If you need a sign language interpreter or communication aid, call 206-464-7090 or TTY Relay 711.
- العربية | Arabic, 中文 | Chinese, Deutsch | German, Français | French, 한국어 | Korean, Русский | Russian, Español | Spanish, Tagalog, Tiếng việt | Vietnamese, email [LanguageHelp@psrc.org](mailto:LanguageHelp@psrc.org).



## Puget Sound Regional Council

### **Regional Staff Committee Meeting Summary**

**Date: October 20, 2022**

**Location: Remote Only**

**Presentations from the meeting are available on the PSRC website: <https://www.psrc.org/rsc-meetings>. Audio recording of the meeting is available by request.**

---

### **Introductions and Announcements**

Jesse Hamashima, Co-Chair, called the meeting to order at 9:30 am. Participants were asked to view the meeting attendance on the “chat” feature on Zoom, and phone-in participants were asked to identify themselves verbally.

### **Reports**

Co-Chair Jesse Hamashima welcomed the committee members and explained that PSRC staff would provide short updates on upcoming policy and Executive Board meetings and review the status of ongoing projects in the work program.

Ben Bakkenta, Director of Regional Planning, shared that PSRC has an open position for an Economic Development Specialist, with more information available on the [PSRC Careers webpage](#). He reminded members that PSRC will host a full-day hybrid TOD event on Friday, October 21. The focus is on TOD for All at Scale – or an exploration of how the central Puget Sound region can build and sustain equitable transit communities that are accessible to all people at the scale needed to achieve the region’s vision for growth. Ben went on to share that the partnership with the Department of Commerce and MRSC continues on the Passport to 2044 webinar series, with upcoming sessions exploring housing, equity, and coordinating with Tribes. He reminded members that on November 4, PSRC will host a TOOLBOX Peer Networking event on planning Stormwater Parks, with an additional opportunity to visit a stormwater park in Tacoma. He concluded his staff report with a reminder about the virtual Joint Board Session on Institutional and Structural Racism will be held on November 30.

### **Discussion: Data Day**

Craig Helmann, Director of Data, introduced the committee to “Data Day,” a meeting centered around exploring the tools and data resources available to agencies across the Puget Sound region for use in local and regional planning. Specific topics covered included:

- Data Portal – Lauren Engel, PSRC  
Presentation available [here](#).
- Census Data Projects – Eric Clute, PSRC  
Presentation available [here](#).
- Model Development – Stefan Coe, PSRC  
Presentation available [here](#).
- Household Travel Survey – Brian Lee & Suzanne Childress, PSRC  
Presentation available [here](#).

For more information, Craig Helmann, Director of Data, at [chelmann@psrc.org](mailto:chelmann@psrc.org).

## Adjourn

The meeting adjourned at 11:30 am.

---

## Members and Alternates Represented at the Table

See attached attendance roster.

## PSRC Staff and Other Guests Present

Mikayla Svob, PSRC  
 Eric Clute, PSRC  
 Nic Longo, Port of Seattle  
 Craig Helmann, PSRC  
 Lauren Engel, PSRC  
 Vey Damneun  
 Paul Inghram, PSRC  
 Erika Spencer, City of Everett  
 David Paine  
 Brian Lee, PSRC  
 Megan Gryzbowski, PSRC  
 Laura Benjamin, PSRC  
 Liz Underwood-Bultmann, PSRC  
 Mary Richards, PSRC  
 Joanne Lin, PSRC  
 Grant Gibson, PSRC  
 Nick Johnson, PSRC  
 Shawn Phelps, Pierce County  
 Stefan Coe, PSRC  
 Jean Kim, PSRC  
 ghendri  
 Vy Nguyen  
 Neil Quisenberry  
 Mason Struna

Suzanne Childress, PSRC  
Ben Kahn, PSRC  
Jason Thibedeau, PSRC  
Josh Brown, PSRC  
Tyler Humphries  
Gil Cerise, PSRC  
Chris Peak, PSRC  
Lanai Tua  
Zack Shields, City of Eatonville  
Carol Naito, PSRC  
Simon Tan  
Gary Hendricks  
Emily Arteché, City of Snoqualmie  
Mark Simonson, PSRC  
Jennifer Barnes, PSRC  
Alicia Brown, King County  
Erin Hogan, PSRC  
Pauline Mogilevsky



**PSRC Regional Staff Committee - Attendance Roster**

Jurisdiction	Member	Jurisdiction	Member
<b>King County</b>	2 Ivan Miller, King County Executive Office Sunaree Marshall, King County Rebecca Maskin, Demographer Alt McCaela Daffern, King County Alt	<b>Federal, Regional, State, Tribal &amp; Other Agencies</b> FHWA FTA	1 Matthew Kunic, Community Planner Vacant Alt 1 Linda Gehrke, Regional Administrator Ned Conroy, Community Planner Alt
<b>At-Large</b>	2 Arun Sambataro, Equity & Social Justice Vacant Vacant Alt Vacant Alt	Health	1 Keri Moore, Snohomish Health Dist. Richard Gelb, King County Alt 1 Jennifer Halverson Kuehn, Tacoma/Pierce Health Alt 2
<b>Transit</b>	1 Peter Heffernan, King Co Metro Intergov Relations Chris Arkills, King Co Metro Gov. Relations Alt	R Ports	1 Lindsay Wolpa, Port of Seattle, Gov. Affairs Deirdre Wilson, Northwest Seaport Alliance Alt
<b>Economic Dev.</b>	1 Ashton Allison, King Co Exec Office, Econ Dev Hugo Garcia, King County Exec Office, Econ Dev	R PSCAA	1 Amy Fowler, Policy Manager Kathy Strange, Air Quality Programs Director Alt
<b>Seattle</b>	2 Michael Hubner, Long Range Planning Jonathan Lewis, SDOT Patrice Carroll, Planning & Comm Dev Alt Joanna Valencia, SDOT Alt	R Puget Sound R Partnership R Sound Transit	1 Stephanie Suter, Planning Program Director Dan Stonington, Planning Manager Alt 1 Matt Shelden, Planning & Innovation Alex Krieg, Planning & Integration Alt
<b>Bellevue</b>	1 Thara Johnson, Planning Manager, Comm Dev Katie Kuciemba Halse, Transportation, Alt	R Tribal R Representatives	1 Vacant Vacant Alt
<b>Cities/Towns</b>	3 Chip Vincent, Renton, Planning, <b>Co-Chair</b> Diana Hart, City of Woodinville Brian Davis, City of Federal Way Vacant Alt Minnie Dhaliwal, City of Issaquah, Alt Bob Sterbank, City of Snoqualmie, Alt	R US EPA R US HUD R WA Dept. of Commerce	1 Susan Sturges Vacant Alt 1 Jack Peters Vacant Alt 1 Chris Green Marie Davis
<b>Kitsap County</b>	1 Eric Baker, Policy Jeff Rimack, Alt	WSDOT	1 Thomas Noyes, WSDOT April Delchamps, WSDOT Alt
<b>At-Large</b>	1 Heather Wright, Planning Director Mark Hofman, Interim Planning Director Jennifer Sutton, Senior Planner	<b>PSRC Committees</b> PSRC Co-Chair BPAC	1 Ben Bakkenta, Director of Regional Planning 1 Thomas Noyes, WSDOT
<b>Transit</b>	1 Edward Coviello, Kitsap Transit Vacant Alt	R FAC	Eric Goodman, Community Transit Alt 1 Geri Poor, Port of Seattle, Gov. Affairs Vacant Alt
<b>Economic Dev.</b>	1 Kathy Cocus, KEDA Vacant Alt	RPEC	1 Doug McCormick, RPEC Chair Russ Blount, Fife, RPEC Vice Chair Alt
<b>Bremerton</b>	1 Andrea Spencer, Comm Dev, <b>Co-Chair</b> Garrett Jackson, Senior Planner, Alt	R SNTC	1 Susan Carter, SNTC Chair
<b>Cities/Towns</b>	1 Nick Bond, Comm Dev., Port Orchard Mark Hofman, Interim Planning Director Jennifer Sutton, Senior Planner	R TDM	Vacant Alt 1 Jennifer Hass, Community Transit Sarah Spicer, City of Seattle, Alt
<b>Pierce County</b>	1 Dan Cardwell, Long Range Planning Vacant Alt	RTOC	1 Vacant Vacant Alt
<b>At-Large</b>	2 Jesse Hamashima, Transportation, <b>Co-Chair</b> Tiffany Speir, Lakewood, Planning Ryan Windish, City of Sumner, Alt Jason Sullivan, Bonney Lake, Plan. & Build., Alt	R R R	<b>R = Remote attendance</b>
<b>Transit</b>	1 Lindsey Sehmel, Pierce Transit Darin Stavish, Pierce Transit, Alt Duane Wakan, Pierce Transit, Alt	R R R	
<b>Economic Dev</b>	1 Rob Allen, Economic Development Vacant Alt	R	
<b>Tacoma</b>	1 Peter Huffman, Planning & Dev Svcs Vacant		
<b>Cities/Towns</b>	1 Katie Baker, Puyallup David Swindale, University Place, Plan & Dev Alt		
<b>Snohomish County</b>	1 Mike McCrary, PDS Director David Killingstad, Planning & Development	R	
<b>At-Large</b>	2 Kelly Snyder, Director, <b>Co-Chair</b> Ken Klein, Executive Director Jay Larson, Transportation Specialist, Alt Joshua Dugan, Chief of Staff, Alt	R R R R	
<b>Transit</b>	1 Roland Behee, Director of Planning Melinda Adams, Everett Transit Alt	R	
<b>Economic Dev</b>	1 Neepaporn Bounjaktha, Economic Dev Vacant Alt		
<b>Everett</b>	1 Yorik Stevens-Wajda, Planning Director Becky Ableman McCrary, Long Range Planning Mgr	R R	
<b>Cities/Towns</b>	1 Russ Wright, Lake Stevens, Comm Dev. Director Patricia Love, Stanwood, Comm Dev. Director, Alt.		
<b>Total Members</b>	51	Attended	32



# Puget Sound Regional Council

## **DISCUSSION ITEM**

November 17, 2022

**TO:** Regional Staff Committee

**FROM:** Laura Benjamin, Principal Planner, and Ben Kahn, Associate Planner

**SUBJECT: Regional Housing Strategy Monitoring**

## **IN BRIEF**

Following up on the committee's discussion of the Regional Housing Strategy monitoring program in May, this presentation will review monitoring work for 2022, including data and case studies to look at how the strategy is being implemented and identify gaps and opportunities for future work. Staff will look for committee feedback about how this data can help local plan updates and monitoring of the Regional Housing Strategy.

## **DISCUSSION**

PSRC adopted the [Regional Housing Strategy](#) in February 2022. The Regional Housing Strategy is a playbook of regional and local actions to preserve, improve, and expand housing stock in the region. The aim is to make a range of affordable, accessible, healthy, and safe housing choices available to every resident and to promote fair and equal access to housing for all people. The strategy identifies roles for PSRC, cities, counties, and other stakeholders to implement the strategy, with a focus on providing resources and support for the 2024 local comprehensive plan updates. By providing data, guidance, and technical assistance, PSRC supports jurisdictions in their efforts to adopt best housing practices and establish coordinated local housing and affordable housing targets.

The Regional Housing Strategy calls for PSRC to develop a framework to track performance and outcomes over time and identify challenges or barriers, in consultation with jurisdictions and other stakeholders. Performance measures will support the housing goal and policies in VISION 2050 and the strategies identified in the Regional Housing Strategy.

The housing monitoring work helps to provide a snapshot of key housing measures in the region, as well as longer term trends and help to shape and focus regional housing assistance and local work, with a focus on eliminating racial disparities in access to housing.

The committee was briefed on the draft RHS monitoring program at the May 2022 meeting and provided feedback to help refine the draft program. Committee members expressed support for the proposed data measures and underscored the importance of user-friendly deliverables that can be tailored for local use.

Following the development of the Regional Housing Needs Assessment, this is the first monitoring report to look at how regional housing is changing. PSRC will review data annually and periodically, depending on data type and source.

After the 2024 major periodic update to local comprehensive plans, PSRC will work with stakeholders to develop a periodic review and update to the Regional Housing Strategy based on the results of the monitoring program and gaps and opportunities that are identified through regional and local work.

### ***Data Measures & Key Findings***

Data analysis shows that more is being done to address housing access and affordability than past decades but given the scale and scope of the housing crisis, the region needs to do even more. Historic investments and changes are needed to see significant improvements and get the region closer to the VISION 2050 goal of providing a range of affordable, accessible, healthy, and safe housing choices to every resident.

At the November meeting the committee will be briefed on key findings centered around general affordability measures and the three “S’s” of the Regional Housing Strategy – Supply, Stability, and Subsidy.

#### ***Housing affordability***

General affordability measures include median rent and home price, cost burden, and the Housing Affordability Index (HAI). The most recent data for these measures provide more information on the early impacts of the pandemic on housing costs and production. PSRC has provided updates on these measures for the past several years with an annually updated [Performance Trend](#).

#### ***Supply: Build more housing of different types.***

Supply measures include housing production in relation to population growth, housing production near transit and job centers, production of middle density housing, and the availability of rental and ownership units.

**Stability:** *Provide opportunities for residents to live in housing that meets their needs.*

Stability measures include the use of local tenant protections and displacement mitigation, income restricted housing in proximity to transit and other components of opportunity, and access to homeownership for BIPOC households, specifically home loan denials by race/ethnicity.

**Subsidy:** *Create and sustain long-term funding sources to create and preserve housing for very low-income households and unhoused residents.*

Subsidy measures will highlight case studies on coordination with major employers and other public-private partnerships.

### **Data on Local Implementation**

As an implementation step for the Regional Housing Strategy, PSRC fielded a survey – the Housing Incentives and Tools Survey (HITS) — to local jurisdictions to better understand what housing tools are being used and which are having the biggest impact on increasing housing development and affordability. Fielded over summer 2022, the survey builds off a [2019 survey](#) and is intended to capture new incentives adopted since 2019, changes made to zoning and development codes and regulations, and successes, challenges, and opportunities for local jurisdictions in implementing housing strategies. Drawing from both surveys, PSRC will be able to illustrate a better understanding of the long-term success of these strategies.

PSRC is partnering with staff at King County to ensure that the survey meets specific requirements to report information on income-restricted units. PSRC is also coordinating with staff at Snohomish County to minimize duplication of efforts on a similar survey recently administered to Snohomish County jurisdictions.

Staff are in the process of analyzing data and will develop a full report with complete responses by early 2023. Preliminary findings include:

- More cities have adopted or are considering parking reduction strategies, particularly for affordable units and ADUs
- Rezones and changes to allow more capacity and diversity of housing and missing-middle typologies are increasingly common
- Regional partnerships like A Regional Coalition for Housing (ARCH), South King Housing and Homelessness Partners (SKHHP), the Alliance for Housing Affordability (AHA) and South Sound Affordable Housing Partners (SSHA3P) provide value and resources to cities that they might not otherwise be able to access
- The Multifamily Tax Exemption (MFTE) continues to be among the strongest and most actively used housing incentives
- Flexible development regulations have incentivized development in some local jurisdictions

Complete findings and analysis of the 2022 Housing Incentives and Tools Survey are expected to be available by the end of the calendar year. As of November 4, 60 local jurisdictions have completed the survey. If your jurisdiction has not yet completed the survey, we are still interested in hearing from you!

**Questions for the committee:**

- Are these data helpful for local jurisdictions to understand housing need?
- Given what was discussed today, do jurisdictions have the tools and support to address Supply, Stability, and Subsidy? What is needed?

**Next Steps**

As stated in the Regional Housing Strategy, PSRC will publish an annual update on housing data monitoring efforts. The 2022 report will be available later this year. Looking ahead, some data measures may be updated more or less frequently based on the availability of new data.

Additional findings from Housing Incentives and Tools Survey (HITS) will be shared in early 2023.

**Lead Staff**

For more information, please contact Laura Benjamin, Principal Planner, at [LBenjamin@psrc.org](mailto:LBenjamin@psrc.org) or Ben Kahn, Associate Planner, at [BKahn@psrc.org](mailto:BKahn@psrc.org).



# Puget Sound Regional Council

## DISCUSSION ITEM

November 17, 2022

**TO:** Regional Staff Committee

**FROM:** Kelly McGourty, Director of Transportation Planning, and Craig Helmann, Director of Data

**SUBJECT: Climate Change Work Program and RTP Performance Dashboard**

## IN BRIEF

Over the last several months the Transportation Policy and Executive Boards have reviewed and discussed the implementation action items identified in the recently adopted Regional Transportation Plan. Two items are scheduled for completion by December 2022 – a performance dashboard and additional climate analyses. At their meeting on November 17 the Regional Staff Committee will be provided a summary of the work underway for these items and next steps.

## DISCUSSION

The [Regional Transportation Plan](#) (RTP) identifies numerous implementation items, covering all of the major plan elements and policy focus areas. These implementation items call for new and continued work to be done by PSRC, local agencies and other regional and state partners.

Over the last several months the Transportation Policy Board, the Executive Board and an Executive Steering Committee have reviewed a summary of these various work program items and provided preliminary feedback on priority timelines, as well as additional details on key scoping elements. Two items are scheduled for completion by December 2022 – a performance dashboard and additional climate analyses.

### Climate

Since 2010 PSRC has had an adopted Four-Part Greenhouse Gas Strategy and conducted a climate analysis for the horizon year of the RTP. The most recent analysis forecasted emissions and applied the strategy to a horizon year of 2050. The plan further calls for PSRC to develop an interim year transportation network and conduct a 2030 analysis, and to continue to work with partner agencies including the Puget Sound Clean Air Agency to develop a climate implementation strategy for achieving the climate goals and to monitor progress.

At the meeting on November 17, additional information will be provided on the planned approach and next steps for completing this work. This includes various sensitivity tests that can be modeled to analyze potential impacts of additional strategies within the framework of the Four-Part Greenhouse Gas Strategy. The boards have been asked to provide feedback on these proposed levers, which include various road usage charge scenarios, acceleration of high-capacity transit expansions, additional transit service, adjustments to roadway capacity expansion, percentages of electric vehicles, and others.

It is anticipated that preliminary results of the 2030 analysis and a comparison to the 2030 climate goals will be available for review at the December 1 Executive Board meeting and the December 8 Transportation Policy Board meeting. A more comprehensive reporting will be provided to both boards in January 2023.

### Performance Dashboard

The RTP calls for PSRC to identify performance measures and targets for meeting key aspects of VISION 2050 and the RTP, including but not limited to emissions, safety, active transportation, finance, vehicle miles traveled and transit ridership. The plan also calls for PSRC to track the progress of these measures through an online dashboard.

Preliminary feedback provided by board members to date includes direction to track progress over time, to report measures at a variety of scales, and to align with the equity dashboard under development.

At the meeting on November 17, staff will provide a proposed outline of the performance dashboard as well as information on available metrics for comparison to the performance results of the RTP over time.

### **Lead Staff**

For more information on the climate work program, contact Kelly McGourty, Director of Transportation Planning, at [kmcgourty@psrc.org](mailto:kmcgourty@psrc.org) or 206-971-3601. For more information on the performance dashboard, contact Craig Helmann, Director of Data, at [chelmann@psrc.org](mailto:chelmann@psrc.org) or 206-389-2889.





# PASSPORT TO 2044: Comprehensive Plan Workshop Series

## REGISTER NOW!



All event registrations can be found on [PSRC's website](#)



Events will be online via Zoom and recorded

Join us for online workshops on topic areas for the comprehensive plan periodic updates. Scheduled events include:

- ▶ **Equity** | Tuesday, November 8, 2022 | 10 a.m. – 12 p.m.
- ▶ **Coordination with Tribes** | Tuesday, November 15, 2022 | 10 a.m. - 12 p.m.
- ▶ **Planning for Critical Areas** | Wednesday, November 30, 2022 | 10 a.m. – 12 p.m.
- ▶ **TOD and Centers** | Tuesday, December 13, 2022 | 10 a.m. – 12 p.m.

Other upcoming events with more information coming soon:

- ▶ **Elected Officials and Planning Commissioners**
- ▶ **Housing Session 2: Need and Capacity**
- ▶ **Equity Session 2**

Sign up to be on the list for information on upcoming events and resources [here](#).

Questions? Contact Maggie Moore at [mmoore@psrc.org](mailto:mmoore@psrc.org)



The primary audience for these workshops are the planners, consultants, and staff most involved with comprehensive planning, but elected officials, planning commissioners, and others with a role in the upcoming comprehensive plan updates are also welcome to attend.





# Joint Board Session on Institutional and Structural Racism

Wednesday, November 30  
10:00 – 11:30 AM  
Hybrid Meeting

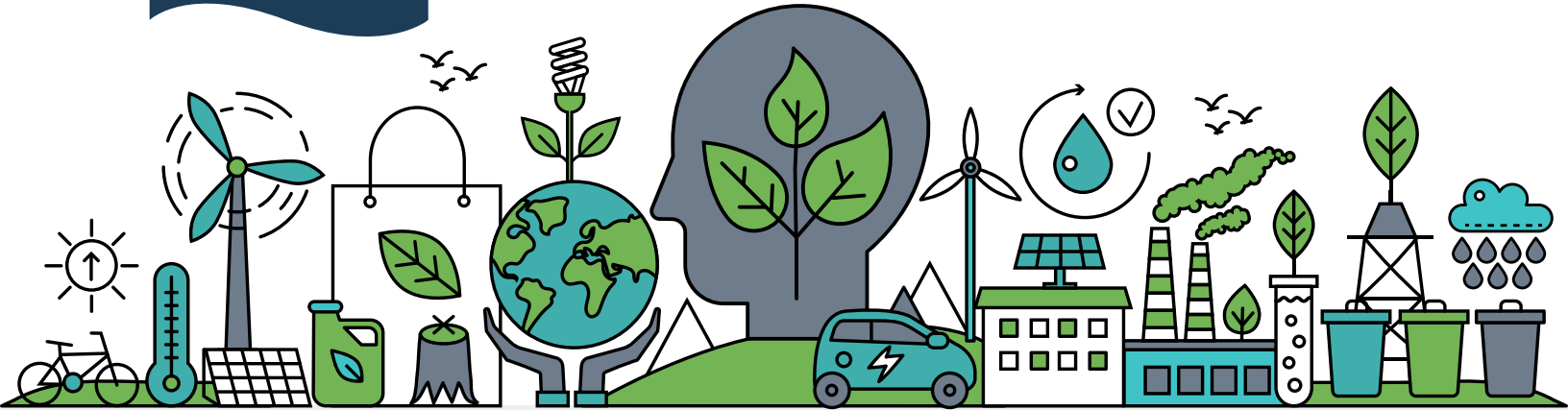
The joint board session will examine institutional and structural racism, including what these terms mean and how these forms of racism have created long-lasting racial disparities in the Puget Sound region. The session will feature small group discussions for participants to explore strategies to reduce racial disparities moving forward. All PSRC board members are highly encouraged to attend.



Puget Sound Regional Council



PUGET SOUND  
Clean Air Agency



# 2030 STRATEGIC PLAN

## We need your clean air input!

Visit our virtual open house!

Open from October 24 to November 20. Scan the QR code below.



Scan to visit  
<https://pscleanair2030.com/>

The Puget Sound Clean Air Agency has developed a draft strategic plan! You are invited to review the draft plan, make comments, and ask questions in our virtual open house. Your input will help shape the Agency's priorities through 2030.

Chance to win a \$50 gift card when you provide feedback on the draft plan!

Questions? Contact: [strategicplan@pscleanair.gov](mailto:strategicplan@pscleanair.gov) or (206) 343-8800



# Draft 2030 Strategic Plan

---

October 2022



PUGET SOUND  
Clean Air Agency









## About Us

The Puget Sound Clean Air Agency is a special-purpose, regional government agency chartered by state law in 1967. Our jurisdiction covers King, Kitsap, Pierce and Snohomish counties, home to approximately half of the state's population.

The Agency enforces the mandates of the federal and state Clean Air Acts as well as our own local air quality regulations. We also conduct education and outreach, monitor and analyze air quality, and secure funds to incentivize air pollution reduction projects. Collectively, our actions help us to improve air quality and protect public health, reduce air pollution disparities, and reduce our contribution to climate change by reducing greenhouse gas emissions.

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

# Draft Strategic Plan 2030

## Table of Contents

About Us	3
Introduction	6
Planning Process	8
Section One – Protect and Improve Air Quality and Public Health, Reduce Air Pollution Disparities, and Protect our Climate	10
SECTION 1 REGIONAL DRAFT TARGETS	11
Objectives	12
1.1 MEET THE EPA’S HEALTH-BASED NATIONAL AMBIENT AIR QUALITY STANDARDS	12
1.2. MEASURE, ANALYZE, AND COMMUNICATE AIR QUALITY RISK THROUGHOUT THE REGION THROUGH SCIENCE WITH ACTIVE PUBLIC PARTICIPATION, ESPECIALLY IN OVERBURDENED COMMUNITIES	13
1.3 PREVENT, REDUCE, AND CONTROL EMISSIONS AND EXPOSURE FROM STATIONARY SOURCES AND OTHER REGULATED ACTIVITIES	17
1.4. REDUCE INEQUITIES IN AIR POLLUTION EMISSIONS AND EXPOSURE AND EFFECTIVELY ENGAGE ON AIR QUALITY TOPICS	19
1.5 REDUCE WOOD SMOKE POLLUTION AND OUTDOOR BURNING ACTIVITIES	21
1.6. REDUCE HARMFUL DIESEL POLLUTION AND EXPOSURE	24
1.7. REDUCE GREENHOUSE GAS (GHG) EMISSIONS – PRIMARILY FROM THE TRANSPORTATION SECTOR - TO REDUCE OUR REGION’S CONTRIBUTION TO CLIMATE CHANGE	27

<b>Section Two – Excellence in Action</b>	<b>32</b>
<b>Objectives</b>	<b>32</b>
<b>2.1. ATTRACT TALENTED AND SKILLED STAFF THAT REFLECT THE DIVERSITY OF THE REGION AND DEVELOP A CULTURE OF EQUITY AND INCLUSION AND CONTINUOUS IMPROVEMENT</b>	<b>32</b>
<b>2.2. INSPIRE STAFF BY STRENGTHENING LEARNING AND LEADERSHIP THROUGHOUT THE ORGANIZATION</b>	<b>33</b>
<b>2.3. DEVELOP AND SUSTAIN A CULTURE THAT EMBEDS EQUITY PRINCIPLES IN OUR DAY-TO-DAY WORK AND DECISIONS</b>	<b>34</b>
<b>2.4. BUILD AND MAINTAIN THE AGENCY’S LONG-TERM FINANCIAL STRENGTH AND ENSURE ACCOUNTABILITY</b>	<b>35</b>
<b>2.5. DEVELOP AND IMPLEMENT TECHNOLOGY TO SUCCEED</b>	<b>37</b>
<b>2.6. MODEL ENVIRONMENTAL SUSTAINABILITY</b>	<b>38</b>
<b>Glossary of Terms</b>	<b>39</b>

## Introduction

The Puget Sound region is blessed with some of the most scenic landscapes in the country, from the glaciers atop Mount Rainier to the inlets of the Sound – and everything in between. A significant aspect of our region’s natural beauty is the clean air we collectively breathe.

Since the Puget Sound Clean Air Agency was founded in 1967, we strive to keep this fundamental concept – keeping our air healthy for all of us to enjoy – at the forefront of the work we do every day. As we chart the course of the Puget Sound Clean Air Agency’s future, we must anticipate both the substantial challenges and opportunities the next seven years will bring.

Overall, our region’s air quality has steadily improved over time, even as our population grows. These improvements are made possible primarily through technology changes that make less-polluting engines, fuels, and processes available. While these improvements are encouraging, our knowledge of air pollution and its health risks also continues to grow. Newer studies continue to highlight the need for even greater pollution reductions to adequately protect public health. As we write this, EPA is considering a more protective health-based standard for fine particle pollution. Wildfire smoke events, increasingly common in recent years and anticipated to continue, pose additional short-term health risk.

Many communities in our region do not experience the same air quality as other communities. These differences often fall along socioeconomic lines like race and income, meaning that overburdened communities are often more likely to be near sources of air pollution. Our understanding of cumulative impacts – where air pollution exposure is one of many socioeconomic and environmental stressors – is evolving.

The immediate threat of climate change continues to grow as greenhouse gas emissions rise. Our region will likely see increased temperatures, declining snowpack, more wildfires, and greater impacts to our built infrastructure.<sup>1</sup> Without concerted and urgent action to reduce climate pollution, we run the risk of exceeding 1.5 degrees Celsius of global warming, triggering severe impacts to people and our natural environment, particularly the most vulnerable among us.<sup>2</sup>

---

1 US Global Change Research Program (USGCRP), 2018. Impacts, Risks, and Adaptation in the United States: Fourth National Climate Assessment, Volume II [Reidmiller, D.R., C.W. Avery, D.R. Easterling, K.E. Kunkel, K.L.M. Lewis, T.K. Maycock, and B.C. Stewart (eds.)]. U.S. Global Change Research Program, Washington, DC, USA, 1515 pp. doi: 10.7930/NCA4.2018. <https://nca2018.globalchange.gov/>.

2 Intergovernmental Panel on Climate Change (IPCC). Climate Change 2022: Impacts, Adaptation and Vulnerability. Working Group II Contribution to the IPCC Sixth Assessment Report. [www.ipcc.ch/report/sixth-assessment-report-working-group-ii/](http://www.ipcc.ch/report/sixth-assessment-report-working-group-ii/).



We expect to see continued population growth across our four-county jurisdiction of King, Kitsap, Pierce, and Snohomish counties. As more people move to our region we anticipate the need for cleaner transportation choices across the region, particularly as more housing is developed near dense transportation corridors and existing industries.

Advancements in technology bring both hope for needed change and unforeseen challenges. Zero-emission vehicles, such as electric cars, trucks, and buses, continue to become less expensive and more available. As our region installs more charging infrastructure and manufacturers provide more zero emission vehicles, our transportation system is on the verge of transformational change. However, much work remains in the coming years to both inform our region's residents of the benefits of zero-emission vehicles and to make this technology more available and accessible.

Ways to monitor our air quality are changing too. Small, low-cost handheld air sensors are becoming increasingly more accurate for some pollutants and offer new ways to measure the air around us. Ensuring our region's residents have the air quality information they seek will be an ongoing challenge and opportunity.

Last, we anticipate substantial new policy frameworks and increased funding that address our three key goals of air quality, equity, and climate at the state and federal level. The Infrastructure Investment and Jobs Act, Inflation Reduction Act, Climate Commitment Act, and Clean Fuel Standard all are likely to bring opportunities for the Agency to work with government partners and community-based organizations to take major steps towards reducing pollution and investing in overburdened communities.

## Planning Process

The Agency conducted community engagement throughout 2022 to better understand community concerns, involve communities in our planning process, and inform our strategic plan. We held multiple interactive [community workshops](#) and listening sessions with community-based organizations. So far, the input we have received has highlighted our communities' interests in reducing pollution from transportation sources, their increasing concerns about wildfire smoke, and a strong desire to address climate change by reducing greenhouse gas emissions.

This draft plan, which draws upon that early input, is now ready to be shared for additional community engagement via an online open house, which will provide opportunities for broader public input. The Agency will capture, summarize, and consider that input as we further refine and finalize the plan.

### **Draft Plan Format, with a Note on Equity**

Our draft plan contains two main sections. Section One defines the external work we seek to accomplish through high-level objectives and actions, with targets to track progress. Its three overarching goals, each of which is reflected in Section One's objectives, are:

- Protect and improve air quality and public health
- Reduce air pollution disparities
- Protect our climate by reducing our contribution to GHG emissions

Many objectives in Section One address multiple overarching goals. We will track our accomplishments relative to these overarching goals using four targets; we'll also track progress toward the individual objectives with objective-specific targets.

The second, more inwardly focused section, describes how we will be able to achieve this work as a public agency. Section Two's overarching goal is Excellence in Action and has objective-specific targets against which we will track our progress.

When it comes to equity, we took a "yes and" approach with this draft plan, with equity embedded within almost every objective, as well as separate external and internal objectives for emphasis (Objectives 1.4 and 2.3).

## **Review and Adaptive Management**

Over the course of the plan, the Agency will review, summarize, and share our progress on goals and objectives annually. Based on that review, we will flag areas for potential adjustment based on changing conditions (e.g., new scientific information, new standards or regulations, or new major funding opportunities that align with our objectives).

Although our intent is to write the plan broadly enough to be evergreen for the next seven years, there may be significant changes with enough impact on these goals and objectives that our Board of Directors will direct us to adjust our course. Should that happen, we will share these adjustments along with the plan and annual reviews.

## Section One – Protect and Improve Air Quality and Public Health, Reduce Air Pollution Disparities, and Protect our Climate

To be successful, the Agency will need to effectively protect and improve air quality and public health, reduce air pollution disparities, and protect our climate by reducing our contribution to GHG emissions. The individual objectives within this section describe high level strategies that, when implemented, will do just that.

Over the next seven years, we anticipate [continued growth in the Puget Sound region](#), with more residents, and more diverse residents. We will need to continue to focus on reducing emissions of the air pollutants that present the greatest health risk to our residents, while staying abreast of any emerging threats. Currently, our greatest public health threat from air pollution come from fine particle pollution, linked with a host of adverse heart and lung health impacts and more. Diesel fine particle pollution carries these health risks, as well as additional potential cancer risk. Our priority is to reduce the levels and exposures to these pollutants to reduce public health risk.

While there have been improvements, the health impacts from many sources of air pollution are not borne equally, or equitably. We will both refine our metrics to track equitable (and inequitable) outcomes, and increase our ability to communicate effectively. This means taking actions like increasing language access, seeking input from stakeholders and communities, and seeking innovative solutions to meet our air quality and climate mandates and improve public health.

The urgency to take action on climate change grows greater, and the Puget Sound region will continue to see worsening impacts of a changing climate. Although our Objective 1.7 focuses primarily on the transportation sector, both as the main regional contributor of greenhouse gas emissions as well as other harmful pollutants, we will continue to track economywide progress on climate targets and adapt our objectives and strategies as needed. We write this draft plan at a time of substantial and transformative state and federal climate action and will closely track these nascent actions to adapt our priorities as needed.

## SECTION 1 REGIONAL DRAFT TARGETS

- Air pollution overall drops by 20% from 2022 to 2030<sup>1</sup>, and the annual economic impact of air pollution health effects drops by \$500 million - \$1 billion from 2022 to 2030<sup>2</sup>
- Cancer risk from toxic air pollutants reduces by 50% from 2022 to 2030<sup>3</sup>
- Socioeconomic disparities in air pollution exposure decrease from 2022 to 2030<sup>4</sup>
- In 2030, greenhouse gas emissions in the Puget Sound region are 50% less overall than 1990 levels

---

**1** Estimated from current fine particle trends and national EPA emission inventory estimates for fine particles for our four counties using [EPA COBRA](#) through 2030. Does not include wildfire smoke events.

**2** Estimated health value benefit from EPA COBRA from reducing fine particle pollution by 20%. Does not include wildfire smoke events.

**3** Based on forecast for expected diesel particle pollution reductions from on-road vehicles.

**4** Tracked through comparisons of updated versions of our Community Air Tool over time.

# Objectives

## 1.1 MEET THE EPA'S HEALTH-BASED NATIONAL AMBIENT AIR QUALITY STANDARDS

### Draft Target

- The Puget Sound region attains the National Ambient Air Quality Standards

The U.S. Environmental Protection Agency establishes health-based limits on air pollution called National Ambient Air Quality Standards (NAAQS). Our agency is mandated to meet these standards, established in the federal [Clean Air Act](#), to protect and provide clean air for the health of our residents. In addition to our health, attaining the standards benefits our natural environment and our region's economy.

Our entire jurisdiction has been in "attainment" for the NAAQS since 2015. Moving forward, we will work to ensure that the Puget Sound region continues to meet federal air quality standards and advocate for more-stringent standards that go further to protect public health.

### Draft Actions

- A. Track the EPA's regular NAAQS revisions to understand the potential for new non-attainment areas in our region.
- B. Individually and/or through partners (for example, the National Association of Clean Air Agencies) advocate for standards that adequately protect public health for all populations.
- C. With EPA and Department of Ecology, meet NAAQS-related regulatory requirements as needed.
- D. If EPA designates new nonattainment areas in our region, we will develop effective attainment plans in collaboration with regional stakeholders.
- E. As needed, identify and implement 'early action' projects to prevent new nonattainment areas in the communities with the highest levels of air pollution.

### Criteria Pollutants

The Environmental Protection Agency (EPA) sets health-based national ambient air quality standards for six pollutants, known as "[criteria pollutants](#)." These include particulate matter (including fine particle pollution), ozone, carbon monoxide, nitrogen dioxide, sulfur dioxide, and lead. In our region, fine particle and ozone pollution are of greater concern when compared to the other four criteria pollutants.

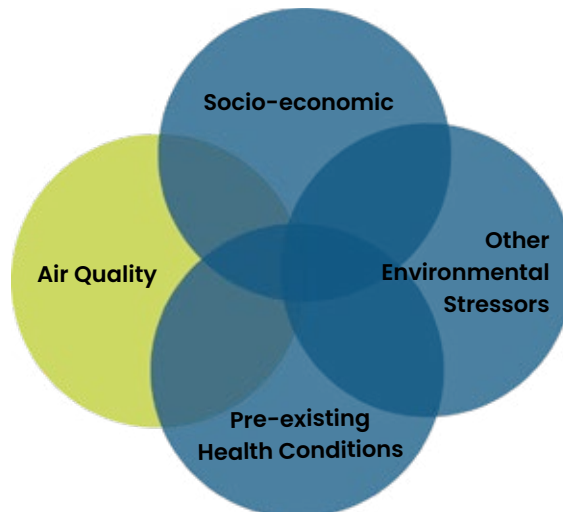
### Tacoma-Pierce County's Return to Attainment

In 2009, the EPA designated a large portion of the Tacoma-Pierce County area as "nonattainment" for daily fine particle pollution. The levels of fine particle pollution at that time exceeded the NAAQS by 10 micrograms per cubic meter ( $\mu\text{g}/\text{m}^3$ ). The Agency analyzed the main sources of pollution and determined that wintertime wood smoke was the key contributor. We convened a stakeholder group to develop potential solutions, and then implemented those solutions with local governments and partners. This included substantial outreach and education, expanded enforcement of burn bans, new regulations banning older polluting stoves, and providing incentives to help residents to upgrade to cleaner forms of heat for their homes. Fine particle pollution levels have improved substantially and are now 10  $\mu\text{g}/\text{m}^3$  below the NAAQS, and EPA redesignated the area to attainment in 2015.

## 1.2. MEASURE, ANALYZE, AND COMMUNICATE AIR QUALITY RISK THROUGHOUT THE REGION THROUGH SCIENCE WITH ACTIVE PUBLIC PARTICIPATION, ESPECIALLY IN OVERBURDENED COMMUNITIES

A clear understanding of our region's air quality is crucial to developing new policy and programs. Making this information available and accessible helps our region's residents make clean air choices. We will continue to educate the public on the benefits and risks of air quality to health and refine and expand our tools to do so.

With emerging air monitoring technologies that are smaller in size and increasingly affordable, the public has been more able to collect data regarding their local air quality. Through the Agency's monitoring and engagement support actions, we will work to ensure that overburdened communities have opportunities to gather their own air quality information.



EPA defines **cumulative impacts** as the **total burden** – positive, neutral, or negative – from chemical and non-chemical stressors and their interactions that affect the health, well-being, and quality of life of an individual, community, or population at a given point in time or over a period of time. For our work, the Agency has developed tools like the Community Air Tool to identify and prioritize communities that face multiple stressors including air quality sources, pre-existing health conditions and vulnerabilities, and socioeconomic barriers like race and income.

### Draft Targets

- Visual tools that clearly communicate air pollution risk information and how to reduce exposure are accessible and available in multiple languages by 2027.
- We have hosted community science engagement events in ten overburdened communities by 2030.
- 95% of Puget Sound region residents, and 100% of those who live in overburdened communities, live within 3 miles of a fine particle air sensor.

### Draft Actions

- A. Further develop our understanding of air pollution, its main sources, and impacts across our region.
  1. Review and optimize our long-term monitoring network, which measures compliance with EPA's health-based National Ambient Air Quality Standards.
  2. Expand monitoring beyond the long-term monitoring network using sensor technologies to inform our understanding of regional and localized fine particle levels, prioritizing overburdened communities.
  3. Improve forecast tools, especially to anticipate wildfire smoke impacting our region more effectively.
  4. Stay current with emerging science and communicating risk with newer evolving technologies.
  5. Support new statewide monitoring and evaluation frameworks for statewide and federal rulemaking (e.g., Climate Commitment Act, American Rescue Plan, Inflation Reduction Act).



6. Track pollution trends for high-priority air pollutants, such as diesel exhaust, through monitoring and modeling.
7. Seek funding and implement special monitoring studies, prioritizing overburdened communities.
8. Use emissions inventories and models to map air pollution, estimate health effects and public health economic impacts, and estimate future changes.
9. Further develop our understanding of cumulative impacts and emerging frameworks. Refine Agency mapping tools to identify and prioritize communities with a combination of higher air pollution exposure and socio-economically disadvantaged and health-impacted populations.

**Air sensors** are lower-cost, portable devices that measure the quality of the air we breathe. These sensors are available to anyone and typically cost between \$100 and \$2,500 – a fraction of the cost of our regulatory air monitors. The onset of these new sensors has made air quality monitoring much more accessible to organizations and community members across our region, enabling us to better understand air quality at much smaller scales. This is particularly true for small air quality sensors that monitor for fine particle pollution. Over the last eight years, the number of these sensors rose from less than 25 to over 500.

- B. Increase the public's knowledge of air pollution, its main sources, and impacts across our region by sharing air quality information.
  1. Forecast and communicate daily air quality. Continue to expand forecast capabilities to progressively smaller geographic areas.
  2. Communicate risk and actions individuals can take in response to wildfire smoke with partners (health departments, cities, towns, community-based organizations, etc.), particularly in overburdened communities.
  3. Share displays of monitoring (including sensor technologies) and other mapping tools so that the public can better understand air pollution, risk, and cumulative impacts.
  4. Engage with local organizations serving overburdened communities to increase understanding of the health risks and sources of air pollution and what they can do to minimize their risk.

5. Facilitate community participation and feedback in air quality monitoring.
  6. Encourage and support communities to measure their own air quality through active monitoring projects, especially through air sensor or equipment loan partnerships.
  7. Provide counties, cities, towns, and communities with relevant air quality data for planning processes to identify potential air quality impacts in overburdened communities to help inform decisionmakers.
- C. Sustain and explore expanding agency partnerships (e.g., academic consortiums, meteorological partner agencies, health departments, and community-based organizations) to pool collective knowledge and resources to deliver the actions above.

At the state level, the Environmental Health Disparities Map serves a similar function. Washington State defines **overburdened communities** as a geographic area where vulnerable populations face combined, multiple environmental harms and health impacts. Our working definition includes those communities that rank in the top percentiles of our community air tool that combines air pollution, socioeconomic factors like race and income, and health indicators. We continue to track the state's list of overburdened communities as it is developed in parallel with this plan.

Since the summer of 2015, the Puget Sound region has experienced a large increase in **wildfire smoke** events that raise fine particle pollution to unhealthy levels. Studies show we can expect more smoke events in coming years.<sup>1,2</sup> The Agency has invested in new technology to improve our ability to forecast these smoke events, and collaborated with many partners to effectively share information to our residents. We plan to continue, refine, and expand these efforts in this strategic plan.

---

1 US Global Change Research Program, Fourth National Climate Assessment, 2018, <https://nca2018.globalchange.gov/chapter/13/>

2 University of Washington Climate Impacts Group, <https://cig.uw.edu/our-work/forests-fire/>

## 1.3 PREVENT, REDUCE, AND CONTROL EMISSIONS AND EXPOSURE FROM STATIONARY SOURCES AND OTHER REGULATED ACTIVITIES

The Washington Clean Air Act states its intent is *“to secure and maintain levels of air quality that protect human health and safety, including the most sensitive members of the population.”*

Industrial and business activities (large and small) produce a collective and a localized amount of air pollution that is important to the communities we serve. Our work with these sources of air pollution is intended to prevent, reduce, and control their emissions and associated exposure to our region’s residents through a combination of regulations, permits, compliance reviews, inspections, and enforcement where necessary. We strive to take creative and discerning approaches to this work to ensure its effectiveness, communicate clearly what we are doing and why, and seek improvements in technology, science, and engagement.

### Draft Targets

- EPA-delegated programs, obligations, and commitments are fully met.
- Agency regulations are effectively met and implementation efforts are adjusted to address regional and local community air quality needs.
- Public knowledge and understanding of the Agency’s permitting and regulatory processes has improved.

### Draft Actions

- A. Use the combination of our permitting, inspection, and enforcement resources to control air emissions and reduce exposure to the public.
- B. Use appropriate approaches to help achieve compliance for all regulated activities, which include compliance assistance and communications.
- C. Inspect larger stationary sources of pollution included in our EPA compliance agreements on an annual basis.
- D. Review and adjust our annual inspection plans to address ongoing and emerging challenges.

- E. Share air regulatory information with our communities in accessible languages and identify and work to reduce barriers for overburdened communities to understand and participate in our processes.
- F. Develop new tools or resources to help the general public understand both the regulations we implement and our permit review processes to support more-meaningful public engagement opportunities.
- G. Develop resources to assist the public in understanding the types of records the Agency keeps to facilitate effective records requests.

We have over 3,000 **registered sources** of air pollution in our region. These are familiar sights in our communities, including businesses like gas stations, autobody shops, and dry cleaners. We regulate more than 30 of the largest sources of air pollution, which EPA includes under Title V of the Clean Air Act. Each year, the Agency conducts roughly 1,000 onsite inspections at these sources, using compliance tools to ensure that conditions are met.

## 1.4. REDUCE INEQUITIES IN AIR POLLUTION EMISSIONS AND EXPOSURE AND EFFECTIVELY ENGAGE ON AIR QUALITY TOPICS

Equity demands that we improve air quality in overburdened communities. To identify opportunities to reduce inequities, the Agency will assess air pollution data and collaborate with community members, community-based organizations (CBOs), and other partners. This work will supplement the work that we do in our existing Focus Communities, as we continue to assess how to expand our reach without overextending our capacity. We will also respectfully listen to the community when developing best practices for authentically engaging to reach effective solutions.

### Equity

Refers to fairness and justice and is distinguished from equality: whereas equality means providing the same to all, equity means recognizing that we do not all start from the same place and must acknowledge and adjust for imbalances. Equity is an ongoing process requiring identification and overcoming of intentional and unintentional barriers arising from bias or systemic structures like racism, lack of opportunity, etc.

### Draft Targets

- Working in partnership with those most impacted by poor air quality, a new Environmental Justice project is launched in at least one Tribal Nation, community, neighborhood, or city by 2027.
- Air quality in overburdened communities improves as much as, or more than, air quality in the rest of the region.
- A community engagement guide to operationalize best practices for authentic community engagement is completed by the end of 2023.

### Draft Actions

- A. Focus efforts where inequities are greatest
  1. Refine, create, and track metrics that highlight the impact when overburdened communities are prioritized.

2. Across objectives, work with government and community partners in emerging frameworks to effectively prioritize air quality and climate improvement actions in overburdened communities.
3. With partners, distribute air pollution impact mitigation resources (e.g., filter fans, tree planting, etc.) in overburdened communities.
4. Evaluate and effectively balance Agency resources in overburdened communities and focus communities.
5. Collaborate with members of focus communities so they can provide input and insights into our environmental justice and equity work.

### **Focus Communities**

Geographic locations where the Agency has prioritized its engagement based on a review of air pollution sources, negative health impacts, and historical and existing socioeconomic barriers facing communities. Currently, the Agency's **focus communities** are Auburn-Pacific-Algona, Duwamish Valley, Lakewood, and Seattle's Chinatown-International District.

- B. Target communication and community engagement in overburdened communities
  1. Across objectives, share information in multiple languages and formats that are culturally and linguistically accessible.
  2. Across objectives, reduce barriers to participation in Agency processes.
  3. Cultivate authentic community engagement with Tribal Nations and/or CBOs that serve Tribal Nations in our region to determine how to collaborate and partner on air quality work.

### **Environmental Justice (EJ)**

The fair treatment and meaningful involvement of all people regardless of race, color, national origin, or income with respect to the development, implementation, and enforcement of environmental laws, rules, and policies. [RCW 70A.02]

Examples of environmental injustices include, but are not limited to, air and water pollution, inequitable access to healthy food, inadequate transportation, and unsafe homes.

## 1.5 REDUCE WOOD SMOKE POLLUTION AND OUTDOOR BURNING ACTIVITIES

During the colder winter months, reliance on wood burning for home heat creates fine particle pollution and causes harmful health effects in our region. Different types of wood-burning devices produce different amounts of fine particle pollution, with older uncertified wood stoves emitting the most pollution. Removing older, higher-polluting devices can effectively reduce fine particle pollution.

Although newer wood stoves are cleaner, we still have many old, uncertified wood stoves in our region that contribute to unhealthy air quality. The Agency is balancing multiple factors to assess and adapt the ways that we address wood smoke. These include technology changes and potential pollution tradeoffs (2020 wood stoves are much cleaner than predecessors, natural gas stoves virtually eliminate fine particle pollution, and heat pumps are the cleanest for both fine particle and greenhouse gas pollution), and improvements in our local air quality as fine particle levels have improved. Other considerations include the potential for EPA to issue a tighter fine particle national ambient air quality standard as well as increased federal funding in support of clean heating sources, mainly driven by partners' climate strategies.

As the weather warms, another type of wood smoke can become a problem. Outdoor fires are banned in most areas in King, Kitsap, Pierce, and Snohomish counties, with burning of yard waste prohibited in urbanized areas. Nonetheless, smoke from outdoor fires can lead to harmful fine particle pollution and can be a neighborhood nuisance.

### Draft Targets

- All communities, including those most impacted by wood smoke, achieve the Agency's fine particle pollution health goal.<sup>1</sup>
- 3,200 old, uncertified wood stoves are removed directly through Agency programs.
- An evaluation of alternatives to outdoor yard-debris burning is completed by the end of 2024.

### Draft Actions

- A. Provide information and financial incentives to community members to reduce wood smoke emissions
  1. Secure incentives to encourage the removal of older, high-polluting wood stoves.

---

<sup>1</sup> Same form as EPA's daily fine particle pollution national ambient air quality standard.

2. Coordinate wood stove efforts with utilities and others who provide home weatherization and energy efficiency services, promoting heat pumps as a year-round clean air solution for heating and cooling.
  3. Conduct outreach and education campaigns about cleaner indoor burning practices, burn ban awareness, health impacts from wood smoke, and wood stove removal programs.
  4. Partner with organizations that provide resources for overburdened communities to ensure that outreach and education campaigns about indoor burning reach them.
- B. Communicate and ensure compliance with laws and rules related to wood smoke emissions and outdoor burning
1. Call and enforce air quality burn bans and process wood smoke complaints.
  2. Raise awareness of, and compliance with, burn bans.
  3. Influence the legal and regulatory changes needed to implement cleaner federal and state wood heater emission standards; revise Agency rules if necessary.
  4. Evaluate alternatives to outdoor burning; if warranted, develop rulemaking to reduce residential yard waste burning.
  5. Minimize illegal outdoor burning through education, partnering with fire districts, and enforcement.
- C. Perform analysis to inform wood smoke actions
1. Forecast air quality conditions and call air quality burn bans when specified thresholds are met.
  2. As needed, quantify and analyze sources of wood smoke emissions in our region.

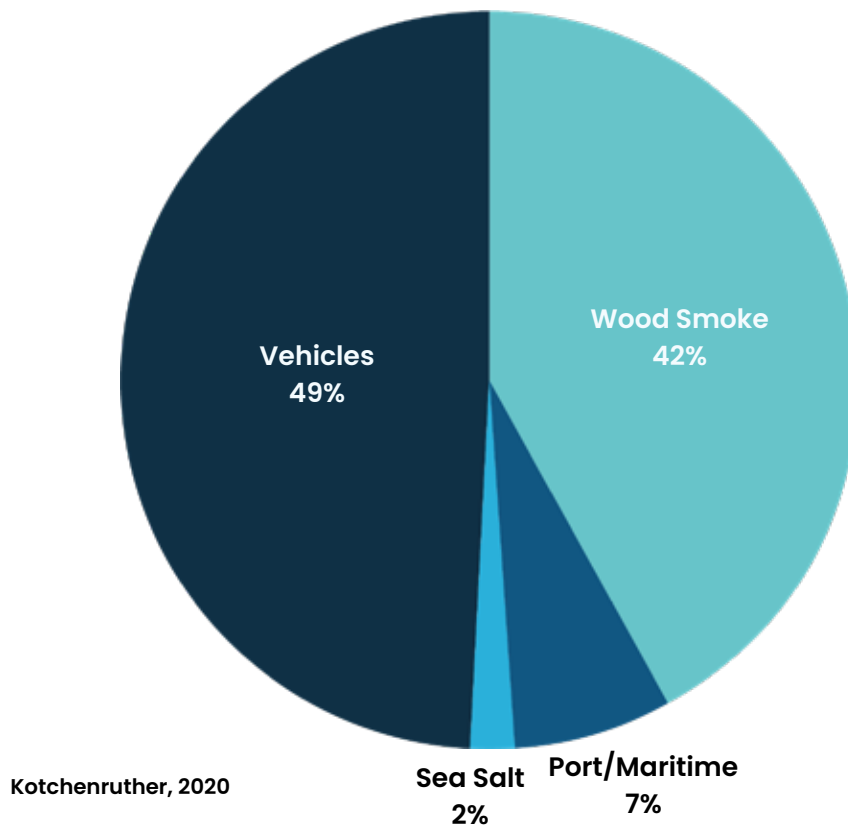


### Wood smoke pollution

For some of our communities, wood smoke accounts for over fifty percent of the total wintertime fine particle pollution. Reducing wood smoke is key to reducing overall fine particle pollution in these areas. Even in urbanized areas, wood smoke is responsible for a substantial portion of overall fine particle pollution, greater than industry and second only to transportation sources.

## WINTER FINE PARTICLE SOURCES

TACOMA-PIERCE COUNTY, 2015-2017



### Fine particle pollution health goal

In addition to the NAAQS described in Objective 1.1, the Agency strives to meet its more protective daily **health goal** of 25 micrograms per cubic meter for fine particle pollution (the current daily NAAQS is 35 micrograms per cubic meter). Reducing wood smoke is the key action to meet the health goal.

## 1.6. REDUCE HARMFUL DIESEL POLLUTION AND EXPOSURE

Diesel pollution, and specifically diesel particulate matter, is highly toxic and multiple studies show that it contributes over 70 percent of the potential cancer risk from all air toxics in our region. Communities located near major roadways, ports, and major goods movement facilities like railyards and distribution centers are disproportionately exposed to diesel pollution and its impacts.

The technology to reduce or even eliminate pollution across various diesel engine types and sizes is advancing rapidly for some types and more slowly for others. Zero-emission technology (for example, electrification) is exciting because it addresses both diesel and other harmful pollutants, as well as greenhouse gas emissions. For some sectors, such as tugboats or locomotives, zero-emission technology will likely take longer to develop and propagate than for cars and trucks. Replacing these old diesel engines with ones that meet current emissions standards can significantly reduce diesel pollution for overburdened communities now. Efforts to reduce diesel emissions will require working collaboratively with partners to collectively address diesel pollution in the places that need it most. New funding opportunities, particularly at the federal level through the Inflation Reduction Act, expand the potential impact of these collaborations.

### Draft Targets

- On-road diesel pollution decreases across the region by more than 50% by 2030.
- At least 10% of the diesel-powered switcher and short-line locomotives in our region are replaced with cleaner engines by 2030, with a focus on all-electric replacements.
- Pilot projects to deploy electric drayage trucks have been completed by 2030 and larger scale efforts are underway.
- At least 50% of diesel-powered yard trucks identified near overburdened communities are replaced with electric yard trucks.

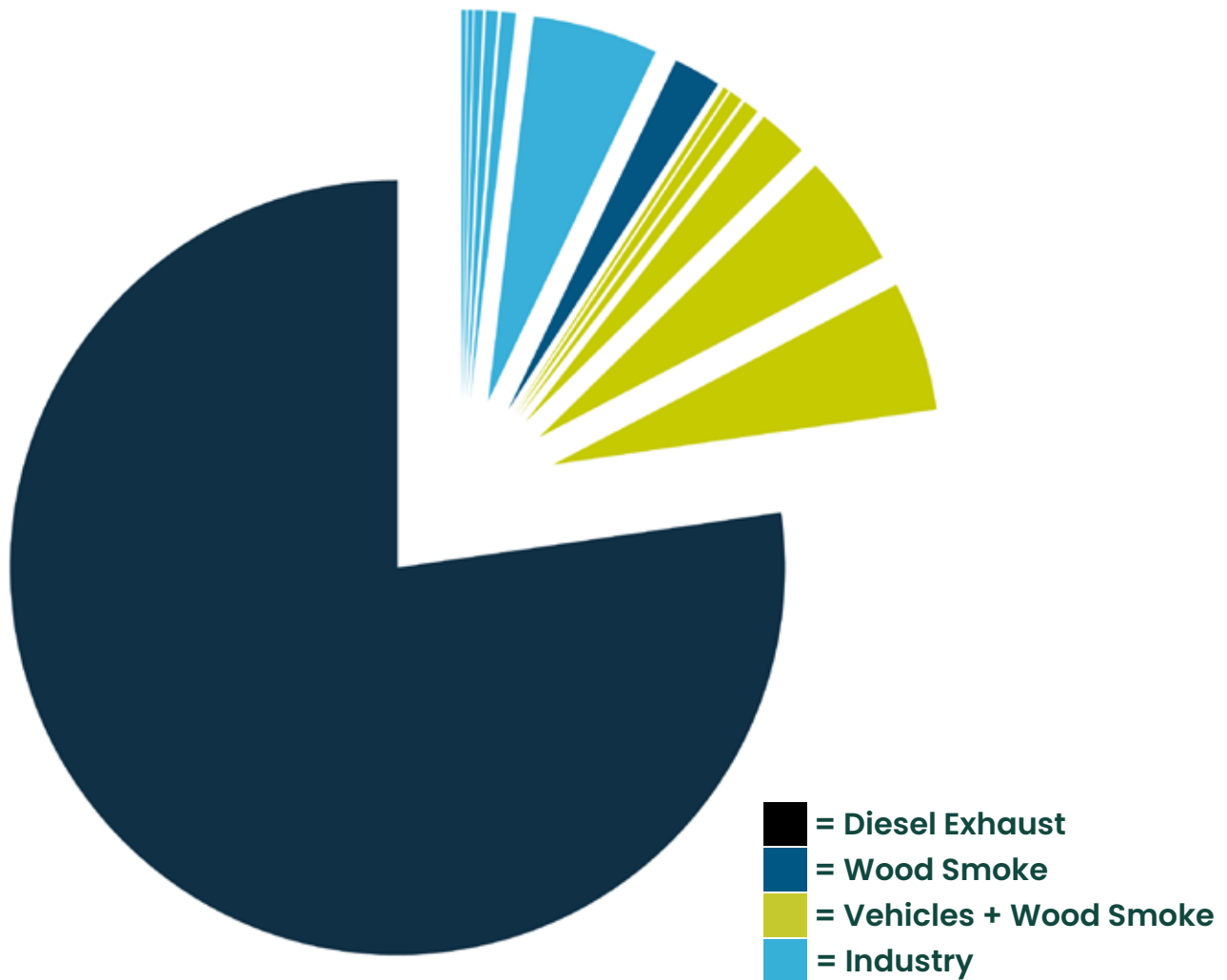
### Draft Actions

- A. Pursue funding and support partners that pursue funding opportunities to reduce diesel pollution from heavy-duty vehicles and equipment, particularly near overburdened communities. Emphasize efforts that:
  1. Replace diesel equipment with zero-emission equipment.

2. Replace diesel with cleaner diesel or other cleaner options when zero-emission options do not yet exist or are not feasible.
  3. Pilot new zero-emission or hybrid technologies that will have significant criteria pollutant and greenhouse gas reductions.
- B. Collaborate with government partners, local businesses, and others to accelerate the adoption of medium- and heavy-duty zero-emissions vehicles and equipment, with a focus on transit and goods movement in our region.
1. Stay actively engaged in forums with other government agencies and explore ways to coordinate pollution reduction efforts and maximize impact.
  2. Identify, develop, and maintain partnerships with businesses using diesel vehicles or equipment.
  3. Provide practical information, developed through our real-world experiences, to funding agencies to help them improve and expand access to their funding opportunities.
  4. Monitor developments related to non-electric low-carbon fuels, such as hydrogen, particularly for heavy-duty transportation uses.
  5. Look for opportunities to coordinate pilot projects for non-electric, low-carbon fuels with our trucking, rail, marine, and terminal partners.
- C. Inform and engage community members about diesel pollution and projects that reduce diesel pollution.
1. Communicate the risk of diesel pollution, sources of diesel pollution, how to reduce exposure, and how to stay informed about pollution reduction activities.
  2. Inform residents and businesses about the pollution-reduction projects we and our partners are undertaking in their communities, particularly in overburdened communities
  3. Seek regular feedback from communities (especially overburdened communities), jurisdictions, and businesses on how the Agency is serving as a resource for diesel-related issues.
- D. With partners, measure our progress towards reducing diesel pollution through monitoring, modeling, and other technical analyses.
- E. Advocate for improved emission standards for vehicles and equipment at the state and federal level to reduce pollution exposure for overburdened communities.

# POTENTIAL CANCER RISK CONTRIBUTION FROM AIR TOXIC POLLUTANTS

CHINATOWN-INTERNATIONAL DISTRICT AIR TOXICS STUDY 2016



The Northwest Ports Clean Air Strategy (NWPCAS), first adopted in 2008, is a collaboration between among the Northwest Seaport Alliance, the ports of Seattle and Tacoma, Washington, and the port of Vancouver, British Columbia. The purpose of the Strategy is to voluntarily reduce seaport-related emissions that both contribute to air pollution in the shared Puget Sound-Georgia Basin Airshed, as well as contribute to climate change. The Agency played a significant role in the creation of the NWPCAS and partners with the local port members of the Strategy on both various projects to reach the goals of the Strategy as well as periodic updates to the Strategy.

## 1.7. REDUCE GREENHOUSE GAS (GHG) EMISSIONS – PRIMARILY FROM THE TRANSPORTATION SECTOR – TO REDUCE OUR REGION’S CONTRIBUTION TO CLIMATE CHANGE

In 2017, the Agency strengthened its climate targets to reduce regional GHG emissions to 50% below 1990 levels by 2030, and 80% below 1990 levels by 2050. Since then, urgency has continued to grow around the need for us to drastically reduce GHG emissions, with the most-recent scientific reports reflecting even greater urgency. Our communities have borne impacts in recent years, including wildfire smoke, extreme heat events, and more. In 2020, Washington State updated its 2050 GHG target based on more-recent findings. Although our 2030 target is still on par (the state’s target is 45% below 1990 levels), the state’s 2050 target is more ambitious (95% below 1990 levels).

We focus our GHG-reduction efforts on the transportation sector because it is the single largest contributing sector to greenhouse gas (GHG) emissions in our region, at almost 40 percent. Many actions that reduce GHG emissions from transportation also substantially reduce traditional air pollutants that impact health, particularly for communities living near major roadways.

We develop this plan at an exciting time with recent statewide legislation, as well as federal funding opportunities, creating new paths forward for climate action. Over the course of this plan, we will focus on leveraging the new programs that emerge from this suite of legislation, convening partners, and pursuing and supporting funding opportunities to reduce GHG emissions.

We will prioritize opportunities that (a) electrify transportation and make it more accessible, (b) expand zero-emissions transportation infrastructure, and (c) reduce carbon content in fuels. We will also continue to support partners that lead “mode-shift” efforts like transit, walking, and biking. Through all strategies, we will need to collaborate closely with partners to be successful. Collectively, we aim to build and contribute to a framework of policies and programs across the region that will achieve our emissions reductions targets. While we maintain our focus on transportation emissions, we will continue to evaluate economywide emissions in the context of new programs and policies and will shift our focus to other sectors and emissions sources if necessary.

## Draft Targets

- The region's transportation GHG emissions are reduced to 50% below 1990 levels by 2030 (to position the region to achieve 80% - 95% below 1990 levels by 2050).
- At least three pilot projects to bring zero-emission transportation technology to communities, especially overburdened and rural communities, are completed by the Agency and/or partners.
- At least 70% of all new light-duty vehicles sold or newly registered in our region are all-electric by 2030.
- Jurisdictions that submit comprehensive plan updates to the Puget Sound Regional Council include elements that plan for more electric transportation, both for their own fleets and for the public, through codes, policies, and other requirements.

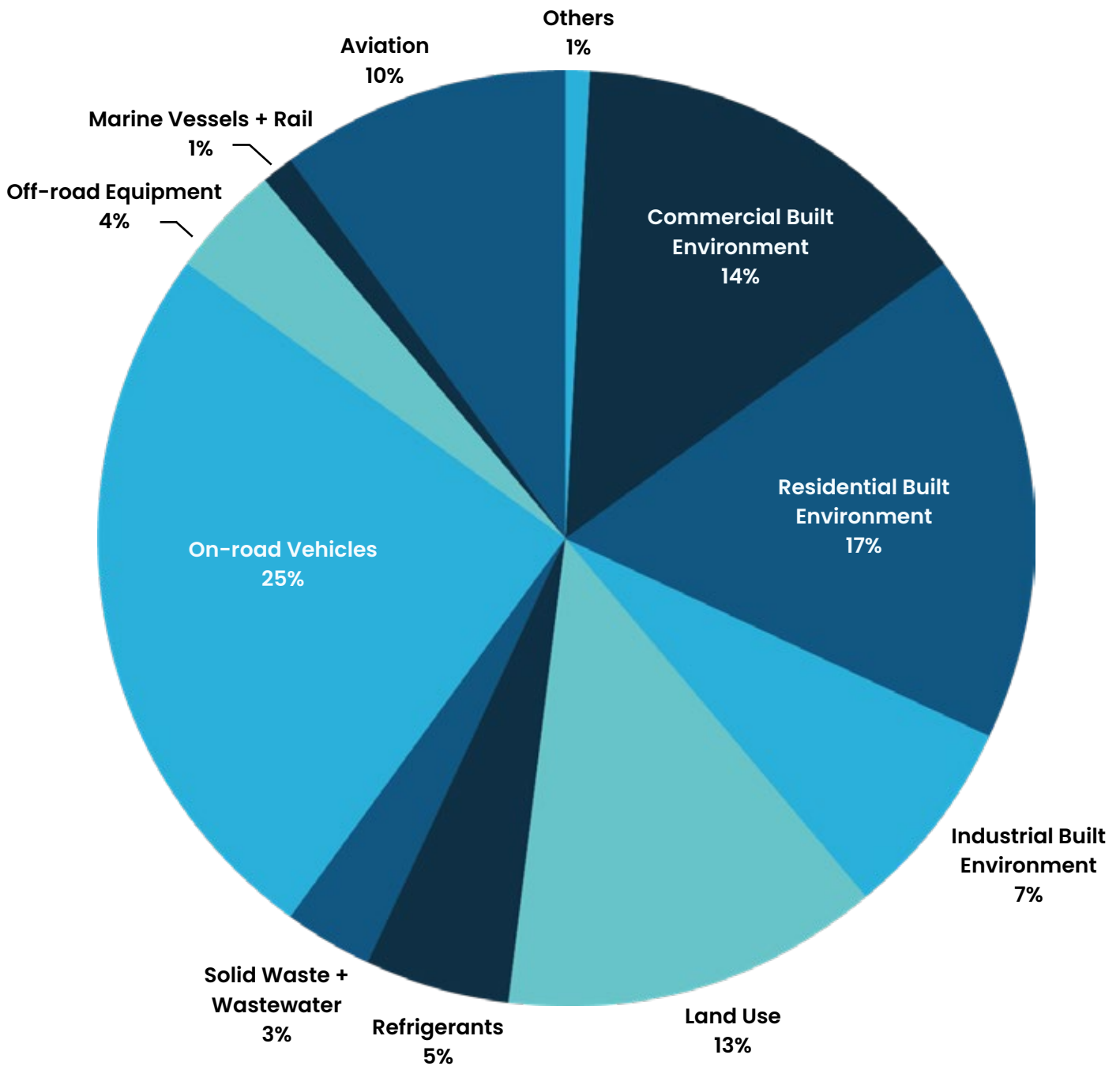
## Draft Actions

- A. Collaborate to advance low- and zero-carbon transportation options and infrastructure.
  1. With the Puget Sound Regional Council, maintain an online clearinghouse for our jurisdictions as a resource on transportation electrification.
  2. Expand the Regional Electric Vehicle (REV) collaborative with the Puget Sound Regional Council and jointly create a regional electric vehicle (EV) plan.
  3. Serve as a resource to local jurisdictions as they prepare and implement climate plans.
  4. Support and influence policies that encourage the expansion of zero-emission public transportation and alternative transportation options, especially for overburdened communities.
  5. Advocate for policies and strategies that make it easier for low-income residents to purchase an EV, including "on-the-hood" incentives.
- B. Pursue funding opportunities to expand transportation electrification across the region and collaborate with and support partners with the same objective.
  1. Pursue funding for zero-emission, heavy-duty vehicles or equipment in the region, with a focus on overburdened communities to leverage our diesel objectives.

2. Support pilot projects that increase access to zero-emission vehicles (ZEVs) in communities that have disproportionately higher barriers to ZEV and ZEV infrastructure (e.g., low-income EV carshare, incentive programs for high-mileage vehicles) and share results to support other programs in the region and state.
  3. Pursue opportunities to expand charging infrastructure at low-income, multi-family housing and in overburdened communities.
- C. Conduct education and outreach about the climate and air quality benefits of transportation electrification and other policies that reduce pollution.
1. Support the local implementation of Washington State's transportation and climate policies.
  2. Conduct focused outreach to high-mileage drivers (e.g., taxis and drivers for transportation network companies like Uber and Lyft) and rural commuters about the benefits of driving EVs.
  3. Provide community members and businesses with information about transportation electrification, climate policies, and clean transportation choices to promote the benefits of EVs.
  4. Seek feedback from communities, community groups, jurisdictions, and businesses on how the Agency is serving as a resource for transportation electrification and climate-related issues.
- D. With partners, measure progress toward climate goals and guide our climate reduction efforts by conducting and/or assisting in regional GHG emission inventories.
- E. Evaluate our potential as a regulatory agency to further reduce GHG emissions through rulemaking or legislation.

# GREENHOUSE GAS EMISSIONS SOURCES IN THE PUGET SOUND REGION

2019



### Notes on pie chart:

'Land Use' includes emissions from agriculture and tree loss from development, harvesting, fire, disease, and storm damage.

'Aviation' includes emissions from fuel used for flights beginning or ending in the Puget Sound region.



## **Climate and Transportation Policies in Washington State**

Recent years in Washington State have brought a sea change in policies intended to address climate change and transition the way we transport goods and people to zero-emission technology.

### **Zero-Emission Vehicle (ZEV) Mandate**

- Starting with model year 2026, the ZEV Mandate will require an increasing percentage of vehicle sales in Washington be zero-emission vehicles.

### **Clean Fuel Standard**

- Starting in 2023, the Clean Fuel Standard will require transportation fuels' carbon intensity to reduce by 20% (below 2017 levels) by 2038.

### **Climate Commitment Act**

- Starting in 2023, entities - including fuel suppliers - responsible for producing more than 25,000 metric tons of greenhouse gases per year must limit and reduce their emissions over time. At least 35% of the funds generated by the program must be invested in "overburdened communities" in Washington.

## Section Two – Excellence in Action

We challenge ourselves to be the best possible Agency to accomplish our public health, equity, and climate objectives. This includes recruiting, hiring, training, and inspiring the best people. It also requires embedding Agency values like excellence and equity into our day-to-day work, planning and resourcing to have the right tools to accomplish the job, maintaining our financial strength and accountability, and finally “walking the talk” of sustainability.

### Objectives

#### **2.1. ATTRACT TALENTED AND SKILLED STAFF THAT REFLECT THE DIVERSITY OF THE REGION AND DEVELOP A CULTURE OF EQUITY AND INCLUSION AND CONTINUOUS IMPROVEMENT**

The Agency’s staff are the cornerstone of our future and our ability to deliver on all of the Agency’s strategic objectives. We recognize that attracting and retaining talented staff who are dedicated to the Agency’s mission relies on building and maintaining a workplace culture that develops employees’ professional skills, as well as supports their personal well-being.

The Agency will take action to attract and retain a workforce that not only reflects the diversity within the region we serve, but also fully realizes the values of equity and inclusion to foster belonging in the workplace. The Agency will accomplish this by improving and expanding upon equitable recruitment strategies and supporting staff through enhanced onboarding and wellness initiatives.

#### **Draft Targets**

- The demographic makeup of job applicants in each position matches or is more diverse than the demographics of the Puget Sound region by 2027.
- A wellness committee will be formed by 2023 and will host four events annually.
- By 2026, the Agency will offer summer internship opportunities.

#### **Draft Actions**

- A. Widen outreach and continually improve recruitment methods.
  1. Use the Agency’s internal Racial Equity Toolkit to review

recruitment process to ensure that racial equity is embedded throughout.

2. Continually engage with additional contacts and recruitment sites to increase outreach for each job posting.
  3. Assess and stay current with training methods for countering implicit bias in interviews.
  4. Assess job announcement and job description language and reframe resume redaction and review criteria to reduce ableism and bias.
- B. Retain staff by building and sustaining a culture of inclusion and belonging and emphasizing wellness.
1. Build connection through onboarding process by making the process more inclusive.
  2. Start and embed within the onboarding process a mentoring system for new staff.
  3. Develop and maintain staff engagement survey process.
  4. Incorporate a wellness program and wellness initiatives into the staff's current benefits to create opportunities for employee connections and wellbeing.
- C. Demonstrate pathways to future roles in government by creating internships and learning opportunities for youth, particularly those in overburdened communities.

## **2.2. INSPIRE STAFF BY STRENGTHENING LEARNING AND LEADERSHIP THROUGHOUT THE ORGANIZATION**

The Agency recognizes that we function well when all employees have a role in leadership and when new ideas and innovation are encouraged. We will develop programs and plans to reflect that leadership is not defined by job title or length of tenure.

We will work to hone our staff's leadership skills through additional training and support for professional development. The Agency will further build employee engagement through opportunities for staff innovation and continuous improvement.

### **Draft Targets**

- All Agency employees have professional development pathways.
- Agency staff have access to project management and process improvement training.

## Draft Actions

- A. Develop clear professional development and learning pathways across the organization.
  1. Provide leadership training (across organization including staff and management) to increase learning and enhance workplace culture.
  2. Create opportunities for skill-building and support professional development.
    - a. Institute agency-wide Individual Development Plans for all staff.
    - b. Recognize and develop opportunities for professional development and advancement within the organization.
  3. Develop needs and processes for skill development including project management cross-training opportunities.
- B. Strengthen methods for process improvement and innovation.
  1. Develop an innovation and process improvement committee.
  2. Incorporate process improvement methodologies via training and pilot projects (Six Sigma, LEAN).
  3. Support project management training and Agency-wide standardization of methodology and organization.

## 2.3. DEVELOP AND SUSTAIN A CULTURE THAT EMBEDS EQUITY PRINCIPLES IN OUR DAY-TO-DAY WORK AND DECISIONS

Embedding equity into our day-to-day work and decisions is critical to our success. The racial equity organizational self-assessment will allow us to comprehensively examine our work, policies, and practices and determine whether they are furthering racial equity. This self-examination will help us to strengthen and improve our work and relationships. The Racial Equity Toolkit will also enable us to improve our policies, programs, and practices and ultimately, Agency performance.

## Draft Targets

- By 2026, the Agency will launch a racial equity organizational self-assessment.

## Draft Actions

- A. Develop guiding principles for racial equity and periodically grade the Agency on its adherence to those principles.
- B. Ensure that the Agency's policies and procedures utilize the Agency's Racial Equity Toolkit (RE-Tool).
- C. Collaborate with managers and staff to oversee the implementation of the RE-tool, including providing training.
- D. Support staff involvement in environmental justice, racial equity, and engagement work.
  1. Require equity onboarding and continuing education for staff.
  2. Include racial equity goals in all staff planning and performance reviews.
  3. Encourage staff participation in community engagement events.
  4. Develop and implement plans to resource and support embedding equity in workgroups and throughout plan objectives, utilizing equity team staff as consultants.
  5. Provide quarterly equity workshop series and support staff attendance.
  6. Develop, support, and sustain employee resource groups at the Agency.
- E. Provide equity onboarding and continuing education for our Board of Directors and Advisory Council.

## 2.4. BUILD AND MAINTAIN THE AGENCY'S LONG-TERM FINANCIAL STRENGTH AND ENSURE ACCOUNTABILITY

To deliver our objectives, the Agency needs to have adequate financial resources. The strength and sustainability of our financial systems is important to continue our work and to consistently demonstrate our return on investment and credibility to our federal, state, and local sources of funding.

### Draft Targets

- The Agency has a balanced and sustainable budget each year.
- The Agency obtains a clean audit each year.
- The Agency maintains sufficient financial reserves each year.

## Draft Actions

- A. Maintain the Agency's financial stability.
  - 1. Maintain General Fund Reserve at no less than 10% of discretionary revenues (per capita, core grants).
  - 2. Reduce reliance on per capita carryover to close deficits, attaining total balance (expenses=revenues) by fiscal year 2025.3.
  - 3. Ensure fee-based programs cover the costs of administering them.
  
- B. Create fiscally responsible annual budgets.
  - 1. Align staff time allocations and programmatic spending with specific priorities and funding (Attain balanced budget with long-term fiscal sustainability beyond current budget year.)
  - 2. Review financial policies and procedures to assess best practices.
  - 3. Conduct annual purchasing policies training for all staff (updates/refreshers) and include this training in onboarding process for new staff.
  
- C. Achieve clean audits each year.
  - 1. Follow applicable state and federal regulations.
  - 2. Adhere to agency purchasing and financial policies.
  - 3. Represent agency financial performance fairly and accurately.
  
- D. Develop talent and modernize systems.
  - 1. Develop a succession plan for leadership responsibilities and skills development in the Finance/Accounting department.
  - 2. Modernize systems through leverage of cloud-based accounting and payroll solutions.
  
- E. Review financial policies and procedures (e.g, procurement and contracting) to assess best practices to incorporate equity principles.



## 2.5. DEVELOP AND IMPLEMENT TECHNOLOGY TO SUCCEED

With our collective dependence on digital tools and the public's interest in information increasing every year, it's critical that the Agency has the technology to deliver. Our technology can also help us to innovate and optimize our processes to expand our effectiveness and reach. The actions described here provide high-level technology support to staff to help them deliver results across all Agency objectives.

### Draft Targets

- Technology (like our website, telephone, servers) is available to staff and the public 99% of the time.
- On-premise infrastructure is migrated to the Cloud to reduce risk and improve functionality by 2028.

### Draft Actions

- A. Provide technology infrastructure (network/telephone/servers) with high availability to staff.
- B. Provide a stable desktop environment that supports Agency operations, including devices like Agency laptops and cell phones, as well as standard office applications.
- C. Secure the Agency's network infrastructure from cyber threats through security improvements and reduced dependence on virtual private network (VPN).
- D. Provide a robust supported software catalog that supports Agency operations, including both commercial as well as customized, internally developed software.
  1. Utilize commercial off-the-shelf (COTS) software whenever possible to avoid custom-developed applications.
  2. Develop, replace, and support custom software applications to support Agency operations when COTS solutions are unavailable.
- E. Transition on-premises infrastructure (e.g., local servers) to cloud services to improve security and provide greater accessibility and functionality to business systems.
- F. Acquire and provide specialized training to all staff for new technology systems.
- G. Perform collaborative business needs assessment and technical analysis for proposed new technology systems.

## 2.6. MODEL ENVIRONMENTAL SUSTAINABILITY

With this objective the Agency ‘walks the talk’ to ensure that the way that we accomplish our work is consistent with our air quality objectives. We review our environmental impacts and implement practices to reduce them.

### Draft Targets

- Continue to be carbon-neutral (with offset purchases).
- Reduce our need to offset our greenhouse gas (GHG) emissions by 50% (from 2022) by 2030.

### Draft Actions

- A. Estimate the Agency operations’ GHG emissions and purchase annual offsets to be carbon neutral (from 2020 on).
- B. Optimize staff transportation choices to reduce emissions.
- C. Continue to electrify the Agency’s light-duty vehicle fleet as vehicles are eligible for replacement.
- D. Reduce our use of resources such as paper, water, and electricity through conservation and efficiency measures.
- E. Procure environmentally friendly products where applicable.

## Glossary of Terms

**Agency:** Puget Sound Clean Air Agency

**Agency's jurisdiction:** King, Kitsap, Pierce, and Snohomish Counties.

**Air sensors:** See under Objective 1.2

**Cumulative Impacts:** See under Objective 1.2

**Community-Based Organizations:** A Community-Based Organization (CBO) is one that is driven by and representative of a community or a significant segment of a community and works to meet community needs and amplify strengths.

**Criteria Pollutants:** See under Objective 1.1

**Daily Health Goal:** See under Objective 1.5

**Employee Resource Groups:** "An employee resource group (ERG) is a voluntary, employee-led diversity and inclusion initiative that is formally supported by an organization. ERGs generally are organized on the basis of common identities, interests, or backgrounds with the goal of supporting employees by providing opportunities to network and create a more inclusive workplace." Adapted from Gartner Glossary.

**Environmental Justice (EJ):** See under Objective 1.4.

**EPA:** Environmental Protection Agency

**Equity:** See under Objective 1.4.

**Focus Communities:** See under Objective 1.4.

**GHG:** Greenhouse gas [emissions](#) – gases that trap heat in the atmosphere. Includes carbon dioxide, methane, nitrous oxide, fluorinated gases.

**NAAQS:** [National Ambient Air Quality Standards](#). For more information on criteria pollutants, see under Objective 1.1.

**NACAA:** [National Association of Clean Air Agencies](#).

**NWPCAS:** The [Northwest Ports Clean Air Strategy](#) (NWPCAS) is a collaboration between the Northwest Seaport Alliance and the ports of Seattle, Tacoma, and Vancouver, British Columbia, to voluntarily reduce seaport-related emissions that contribute to air pollution in the shared Puget Sound-Georgia Basin Airshed as well as climate change. See under Objective 1.6.

**Overburdened community:** A geographic area where vulnerable populations face combined, multiple environmental harms and health impacts, and includes, but is not limited to, highly impacted communities as defined in RCW 19.405.020. [RCW 70A.02]. See under Objective 1.2.

**PSRC:** Puget Sound Regional Council. PSRC is the metropolitan planning organization that develops policies and coordinates decisions about regional growth, transportation, and economic development planning within King, Pierce, Snohomish, and Kitsap counties. PSRC is composed of nearly 100 members, including the four counties, cities and towns, ports, state and local transportation agencies, and Tribal governments within the region.

**Racial Equity Toolkit:** A worksheet that outlines a process and set of questions to guide the development, implementation, and evaluation of actions, policies, initiatives, and programs to address their impact on racial equity.

**RCW:** Revised Code of Washington State. The Revised Code of Washington (RCW) is the compilation of all permanent laws now in force. It is a collection of Session Laws (enacted by the Legislature, and signed by the Governor, or enacted via the initiative process), arranged by topic, with amendments added and repealed laws removed. It does not include temporary laws such as appropriations acts. The official version of the RCW is published by the [Statute Law Committee](#) and the [Code Reviser](#).

**Registered Sources:** See under Objective 1.3.

**Vulnerable populations:** Population groups that are more likely to be at higher risk for poor health outcomes in response to environmental harms, due to: (i) Adverse socioeconomic factors, such as unemployment, high housing and transportation costs relative to income, limited access to nutritious food and adequate health care, linguistic isolation, and other factors that negatively affect health outcomes and increase vulnerability to the effects of environmental harms; and (ii) sensitivity factors, such as low birth weight and higher rates of hospitalization.

(b) "Vulnerable populations" includes, but is not limited to:

(i) Racial or ethnic minorities;

(ii) Low-income populations;

(iii) Populations disproportionately impacted by environmental harms; and

(iv) Populations of workers experiencing environmental harms.

[RCW 70A.02]

**ZEV:** Zero emissions vehicle(s). A zero-emission vehicle is a vehicle that releases no tailpipe air pollution.





## **PLEASE CONTACT US**

**for questions, concerns,  
and suggestions.**

**[StrategicPlan@pscleanair.gov](mailto:StrategicPlan@pscleanair.gov)**





**WEBSITE**  
[pscleanair.gov](http://pscleanair.gov)

**MAILING**  
1904 3rd Ave #105  
Seattle, WA 98101