



BAY AREA
AIR QUALITY
MANAGEMENT
DISTRICT

AGENDA: 6

Strategic Plan Update

**Finance and Administration Committee Special Meeting
July 10, 2024**

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Presentation Overview

- Purpose and Scope
- Review of Strategic Plan Development
- Strategic Plan Overview
 - Goals
 - Objectives
 - Strategies
 - Accountability
- Next Steps

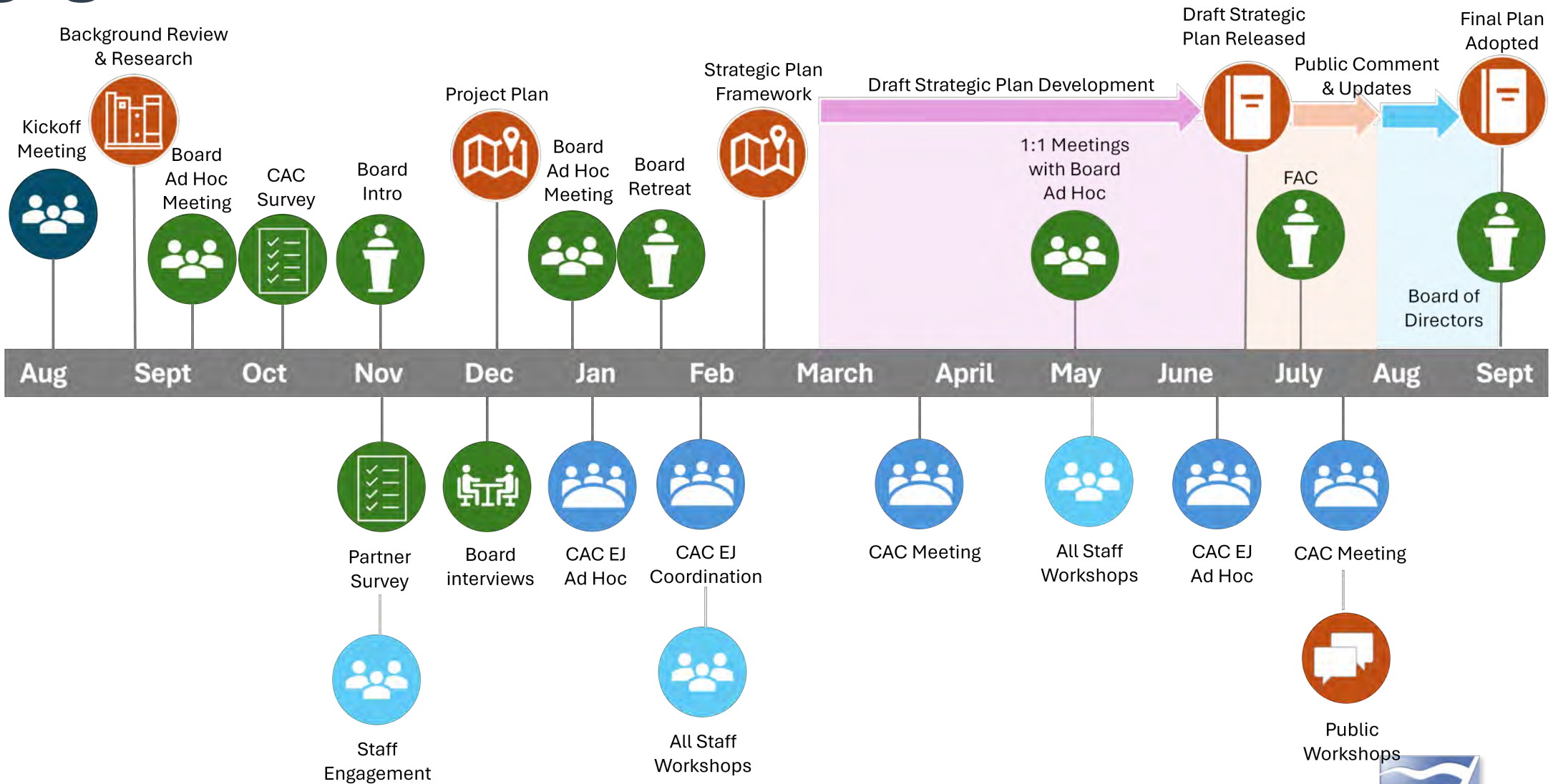


Strategic Plan: Purpose

- Align Board of Directors, Community Advisory Council (CAC), staff, and public on mission, vision, values
- Set goals and objectives for next 5 years
- Develop strategies that will guide action development
- Prioritize and properly resource our work
- Create accountability mechanisms



Engagement Process and Timeline



Engagement Findings

- Advance and integrate environmental justice (EJ) and equity
- Increase transparency and accountability
- Enable bold, visionary, but focused work
- Commit to strong enforcement program
- Achieve organizational excellence
 - Permitting efficiency and transparency
 - Improve organizational culture
 - Better coordination amongst divisions
 - Update processes and technology



Partnership with CAC EJ Policy Ad Hoc

- Ad Hoc selected **three priority areas** for strategy and action co-creation:
 - Data collection and usage
 - Permitting
 - Enforcement
- Ad Hoc and Air District staff worked together to:
 - create strategies and initial actions
 - focus on transformation from regional to local air quality improvements
- **80% of Strategic Plan Strategies support one or more EJ Priorities**



Strategic Plan Framework



Mission and Core Values

Mission

The Air District improves air quality to protect public health, reduce historical and current environmental inequities, and mitigate climate change and its impacts

Core Values

Environmental
Justice

Equity

Integrity

Partnership

Transparency

Trust



Organizational Vision

5-Year Organizational Vision

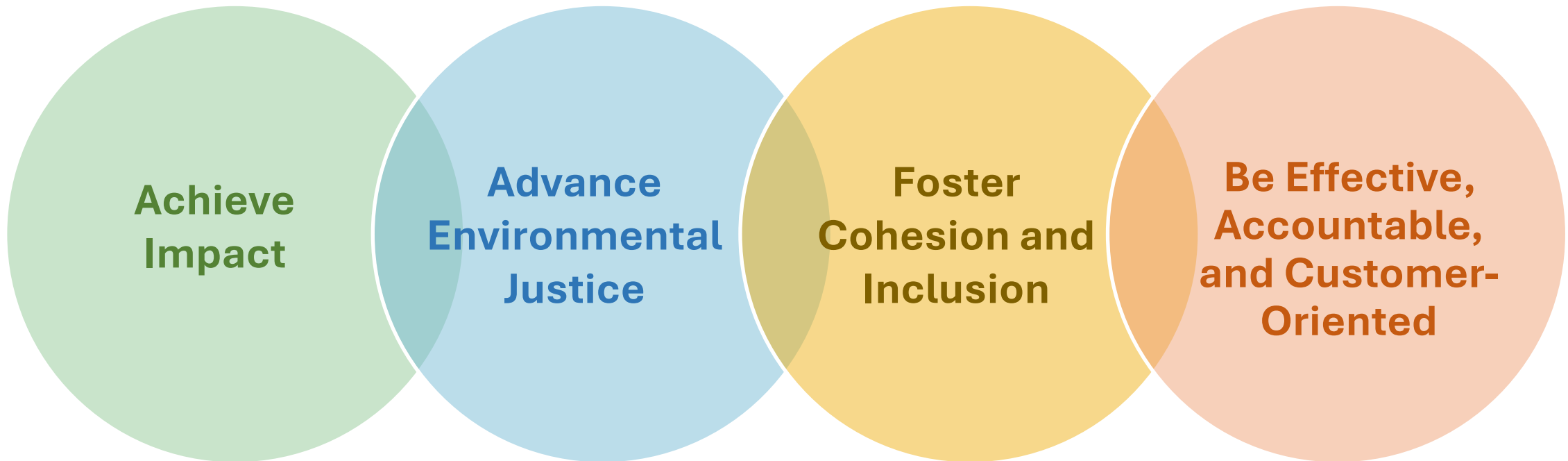
Over the next 5 years, the Air District will transform its workforce, operations, community engagement, and programs to improve air quality, increase public trust, and demonstrate leadership in equity-centered environmental stewardship



Environmental Justice Priorities & Goals

Environmental Justice Priorities

Goals



Goal 1: Achieve Impact

Objective:
**Reduce
Health
Impacts of Air
Pollution**

1.1: Change Approach to Air Quality

1.2: Stronger Regulations

1.3: Minimize Flaring

1.4: Reimagine Funding



Goal 1: Achieve Impact (cont.)

**Objective:
Hold
Violators
Accountable**

1.5: Enhance Violation Investigations

1.6: New Enforcement Policy



Goal 1: Achieve Impact (cont.)

Objective:
**Mitigate
Climate
Change and
Impacts**

1.7: New Climate Solutions



Goal 2: Advance Environmental Justice

Objective:
Build Partnerships and Community Capacity

2.1: Community Partnership

2.2: Collect Community Data

2.3: Make Data Accessible

2.4: Community Health Data

2.5: Air Quality Complaints

2.6: Talk with Communities



Goal 2: Advance Environmental Justice (cont.)

**Objective:
Identify
Disparities**

2.7: Understand Local Air Pollution



Goal 2: Advance Environmental Justice (cont.)

Objective:
Reduce
Disparities

2.8: Community-Directed Funds

2.9: Address Legal Barriers

2.10: Civil Rights Laws

2.11: Cumulative Impacts



Goal 3: Foster Cohesion and Inclusion

**Objective:
Embody
Diversity,
Equity,
Inclusion &
Belonging**

3.1: A Diverse Workforce

3.2: Be Welcoming and Inclusive



Goal 3: Foster Cohesion and Inclusion (cont.)

**Objective:
Become One
Air District**

3.3: One Air District Community

3.4: Environmental Justice Expertise

3.5: Recognize Employees

3.6: Support Employee Success



Goal 4: Be Effective, Accountable and Customer-Oriented

Objective:
Improve
Permitting,
Monitoring &
Enforcement

4.1: Timely Permits

4.2: Transparent Permit Process

4.3: Consistent Permits

4.4: Improve Air Monitoring

4.5: Improve Compliance Investigations



Goal 4: Be Effective, Accountable and Customer-Oriented (cont.)

Objective:
Build
Relationships
and
Enhance
Communication

4.6: Inspire Action

4.7: Customer Service

4.8: Air Quality Incidents

4.9: Land Use Impacts



Goal 4: Be Effective, Accountable and Customer-Oriented (cont.)

Objective:
Be
Accountable

4.10: Ensure Success

4.11: Align Resources

4.12: Report Progress



Accountability: Action Plans

- Actions under way in all goal areas
- Partnering with Community Advisory Council EJ Ad Hoc on action plans supporting EJ Priority strategies
- Action plans will include performance timelines, metrics, and milestones



Accountability: Resource Alignment and Progress

Resource Alignment

- Align with budget process
- Identify resources needed to support priorities
- Confirm priorities with Board and public

Progress

- Annual progress report
- Update strategic plan every 5 years



Actions already underway: examples

- **Changing Approach to Air Quality:** regional → local
 - Neighborhood-scale modeling of air pollution sources in **West Oakland** and **Richmond-North Richmond-San Pablo** to identify sources driving exposures
 - Evaluating Purple Air monitoring data for location-specific information
 - Mobile monitoring van sent to **Richmond**; **East Oakland** study is next.
- **Timely and transparent permits:**
 - Identified backlogged permits and where there are delays.
 - Improving process for testing emission levels at facilities.
 - Looking at possible regulation changes to streamline permitting process.
 - Developing public dashboard on permit application status.
- **Directing penalty funds to community:** policy adopted, implementation starting.

