



**MONTEREY BAY AIR RESOURCES DISTRICT**

# **STRATEGIC PLAN**

**2018-2023**

**March 29, 2018**



# 1

## OVERVIEW

### **PURPOSE OF THE PLAN**

This Strategic Plan describes the challenges that will be faced by the Monterey Bay Air Resources District (District or MBARD) over the next five years and the strategies needed to meet them. It was developed to ensure that the District's priorities and programs remain properly aligned with our mission, and our resources are used efficiently and effectively to accomplish our goals.

This Strategic Plan identifies goals and the supporting actions necessary to meet those goals, and describes how success will be measured.

### **THE MONTEREY BAY AIR RESOURCES DISTRICT**

In 1967, California legislation was passed that placed the primary responsibility for controlling air pollution at the local level. In that year, amendments to the Federal Clean Air Act established the basic program for controlling air pollution throughout the United States.

The District's jurisdiction makes up the North Central Coast Air Basin (NCCAB), which consists of Monterey, Santa Cruz, and San Benito counties. The air basin forms an area of more than 5,100 square miles. With Monterey County covering over 3,320 square miles and Santa Cruz County covering only 445 square miles, the planning area consists of one of the largest and one of the smallest counties in the state.

Over the past 40 years the District has adopted and implemented over 100 rules and currently has nearly 3,000 permits in effect at some 2,000 facilities within the three-county jurisdiction. During that period the District has grown from a two-person office to a staff of 32, including engineers, planners, inspectors, technicians and administrative personnel.

A more detailed description of the District's history and service area is provided in the Appendix.

## PLAN DEVELOPMENT PROCESS

The Strategic Plan is a dynamic effort that has been developed by District management with input from the District Board of Directors and staff. In addition, the Plan uses information developed for the District's Air Quality Management Plan and forecasting data developed by the Association of Monterey Bay Area Governments. Development of this Plan consisted of the following steps:

- 1. Evaluating the District's internal and external operations to identify assets and obstacles:** Staff evaluated all program areas within each division to determine the potential for streamlining measures that can be applied to create the additional workload capacity needed to implement proposed new strategies.
- 2. Identification of existing and future mandates, social trends and projected resources that may affect District programs and operations:** Staff evaluated recently adopted or anticipated air quality mandates, population and economic trends, and future resources to determine potential impacts to future District operations.
- 3. Identifying and prioritizing the strategic goals the District should focus on over the next five years:** Staff evaluated current programs and future mandates to determine the most important focus for available District resources over the planning period.
- 4. Developing and prioritizing strategies to address the strategic goals:** Potential strategies to achieve the strategic goals were identified by staff.

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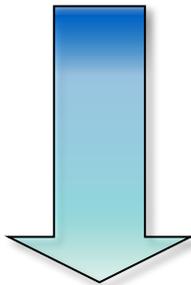
## Vision and Mission

The District's vision and mission are achieved through implementing critical strategies. The vision and mission guide all of our work. Our **vision** describes what we are striving to achieve for our region. Our **mission** describes the role of the District in achieving that vision.

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### VISION

*All individuals in the MBARD jurisdiction will live, work and play in a clean air environment. Individuals and communities are encouraged to make choices in their daily lives that promote clean air.*



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### MISSION

*The Mission of the Monterey Bay Air Resources District is to Protect Public and Environmental Health while balancing Economic and Air Quality Considerations.*

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## CHALLENGES

### **State Air Quality Attainment Status**

The air basin is a nonattainment area for the State Ambient Air Quality Standards for both ozone and particulate matter (PM<sub>10</sub>). For ozone, based on relatively clean monitoring results at the Pinnacles National Park for the past few years, the District has been designated “non-attainment transitional” status for the state ozone standard. The 1991 Air Quality Management Plan for the Monterey Bay Area (AQMP) was the first plan prepared in response to the California Clean Air Act of 1988 that established specific planning requirements to meet the ozone standard. The AQMP was last adopted in 2017.

The AQMP addresses only attainment of the State ozone standard. Attainment of the State PM<sub>10</sub> standard is addressed in the District’s plan “Senate Bill 656 Implementation Plan” which was adopted in December 2005. The District has adopted measures to directly limit PM<sub>2.5</sub> and PM<sub>10</sub> emissions.

Over the past 13 years, implementation of our Air Quality Management Plan and SB 656 Plan has resulted in significant improvements in ozone and particulate matter levels throughout the jurisdiction. Even with continued population and vehicle growth, we have been able to reduce the level of pollution and enhance a valued natural resource. This success allows the District to be proactive rather than reactive in many areas of air quality management. Still, the District has challenges in meeting the state ozone and PM<sub>10</sub> standards today. In addition, as the United States Environmental Protection Agency (EPA) considers revision of the national ambient ozone standard, it is more than likely that the standard will become more stringent and affect the attainment status for our three-county jurisdiction.

### **Air Quality Management Trends and Mandates**

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

and health effects of air pollution has also grown substantially in recent years and created new concerns that helped to drive the creation of new legislative mandates.

Some of the current trends in air quality management include:

- Market-based alternatives which promote new technology through freedom of choice are becoming more common in developing emission reduction strategies.
- The identification of diesel exhaust as a prevalent and hazardous toxic air contaminant has resulted in new requirements to develop and implement diesel risk management programs.
- Incentive programs, like rebates for purchasing cleaner vehicles, are becoming a popular method to motivate consumers to choose air-friendly products or to use alternative transportation to reduce vehicle emissions.
- Early review of project development proposals allows the opportunity to promote smart growth design principles and identify potential incompatibilities with neighboring uses.
- A strong public information program can educate citizens and decision makers on important air quality issues and help reduce concerns that arise due to misunderstanding when insufficient information is available.
- More focus on localized air quality issues such as wood smoke pollution from beach fires, wood stoves and wildfires. In addition, nuisance complaints associated with odors from cannabis production and growing operations to composting are on the rise.

### **Fiscal Limitations**

Limited fiscal resources will challenge the District's future ability to implement important air quality programs and retain experienced staff. While we are fortunate to have a relatively diverse mix of revenue sources, our ability to increase that revenue is restricted primarily to fees imposed on regulated facilities within the jurisdiction; these fees currently represent about 50% of our total revenue. Proposed increases in these fees must be justifiable in relation to our costs to administer our stationary source programs and must consider the economic impact to affected industry, which already bears the burden of similar fees collected by state and federal regulatory agencies. Our other significant revenue sources are controlled by the State and require legislative action to modify. Continually rising operational costs and limited local ability to enhance revenues present significant challenges to our ability to maintain programs and

provide services at existing levels.

With the reduction in the number of major air pollution sources regulated by the District, there has been a simultaneous decrease in fee revenue. In addition, since many of these sources have been charged emissions-based fees, revenue has been declining as emissions lower, despite the fact that workload associated with regulating these sources remains unchanged. Also, based on population projections and business development trends, it is not anticipated that revenues from new businesses will be increasing in the near future. It is very difficult to predict with certainty what the future may hold, except to assume that there will be new and possibly significant fiscal challenges.

### **Large Workload and Unfunded Mandates**

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

With a predictable future of limited revenue and resource growth, hard decisions about tasks and priorities will need to be made. Implementation of this Strategic Plan, in fact, presents the first step in making those hard decisions.

### **Attrition of Staff and Loss of District Knowledge**

The ability to attract and retain staff at the top of their field is an important asset for the District, as it is for other employers. The District has experienced limited employee turnover, but responses to vacancies are typically limited to the pool of job seekers already residing in the area, despite statewide recruiting efforts. This may be due to the high cost of living in the Monterey Bay area and competition with the Bay Area/Silicon Valley for job seekers.

At this time, it seems unlikely that significant new revenue sources will be found to make employment by the District more attractive. This means that hard decisions about program priorities and other budgetary expenses must be made as the District strives to maintain an

effective and health-protective presence in the tri-county area.

### **Many Causes of Air Pollution are the Result of Consumer Habits and Choices**

The District has had many successes with reducing pollution from stationary sources and has the authority to regulate these sources. However, a transition has begun where land-use planning agencies and individual behavior changes will be necessary to reduce emissions from sources, such as cars, where the District has no regulatory authority.

Currently mobile sources, such as cars, trucks and buses, are the primary contributor to air pollution in our region. Consumer choices over the past decade have led to a substantial increase in the number of vehicles and miles traveled on the road along with a greater contribution of emissions from mobile sources. Changes in consumer habits and choices are needed, yet they are so prevalent and so ingrained in our daily life that they are an accepted part of our culture. Changing these habits will require a significant increase in consumer awareness and understanding of the impacts of their choices, and acceptance that each individual choice can make a difference. Achieving that level of consciousness requires a substantial outreach effort and significant resources for implementation.

### **Limited Authority**

Controls on mobile sources, such as cars, trucks, trains and marine vessels, fall outside of the District's jurisdiction and are regulated by state and federal agencies that establish the emission standards for vehicles and fuel specifications. In addition, our neighbors to the north and east generate air pollution that is transported to the North Coast Central Air Basin. The California Air Resources Board also regulates consumer products (paints, aerosol sprays, deodorants, etc.). Without local regulatory authority over these emissions sources, the District must rely on state and federal agencies to adopt and implement the necessary control strategies to ensure emission reductions are accomplished. The impact of these sources on our local air quality, and the effectiveness of state and federal controls on them, can affect how we regulate the sources that are under our jurisdiction.

### **Heightened Environmental Awareness**

Heightened environmental awareness has resulted in greater public concern regarding issues such as toxic air contaminants, environmental justice and climate change. Research conducted by EPA and the California Air Resources Board (ARB) over the past several years has shown the potential for significant public health risk from long-term exposure to fine particulates, diesel exhaust and a number of other compounds identified as toxic air contaminants. Similarly, public concern over climate change has resulted in substantial efforts at state and local levels

nationwide to implement programs to reduce greenhouse gases (GHGs). California took the lead in 2006 by adopting the Climate Solutions Act, which requires GHG reductions to 1990 levels by 2020.

### **Environmental Justice**

In many areas of the state, disadvantaged communities are disproportionately impacted by toxic air contaminants. This has resulted in new state “environmental justice” regulations designed to evaluate the potential, when siting new industrial and commercial facilities, for causing disproportionate impacts to disadvantaged populations. Although the MBARD jurisdiction does not have many environmental justice areas identified on the state’s CalEnviroScreen mapping tool, we do have a number of low income communities that are considered disadvantaged.

### **Climate Change**

Finally, climate change is rapidly moving to the forefront of environmental concern and has resulted in new statutory requirements to reduce carbon dioxide and other greenhouse gas emissions from a variety of sources. The California Air Resources Board is now looking toward local air districts to assist them with greenhouse gas regulations for stationary sources. Recent examples include the state’s landfill methane and oil and gas regulations.

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## STRATEGIC GOALS

This section describes basic goals, strategic choices, and supporting actions for the District:

### Goal 1: Protect Public and Environmental Health through Air Quality Improvement

#### Air Quality Standards

As noted earlier, the air basin is a nonattainment area for the State Ambient Air Quality Standards for both ozone and inhalable particulate matter (PM<sub>10</sub>). However, the District has adopted and implemented plans that have resulted in significant reductions in ozone and particulate matter. Although the goal of full compliance with standards has not yet been achieved, the District continues to strive to comply with these standards. The District has and will continue to implement all provisions of these plans in an effort to reduce ozone and inhalable particulate matter.

#### **Objectives:**

- Continue to implement programs and plans that directly reduce emissions.
- Adopt new rules and regulations that cost-effectively reduce emissions.
- Emphasize alternatives to “command-and-control” regulations such as pollution prevention, incentives, and social responsibility.
- Develop partnership initiatives to introduce innovative or other low-polluting technologies in areas not currently regulated or where technology recipients agree to go beyond regulatory requirements.
- Involve the community in pollution-reduction efforts through grant programs, public education, and recognition of outstanding pollution reduction efforts.
- Maintain a fair and consistent compliance program, with emphasis on educating the regulated community.
- Ensure a contribution by all emission sources toward emission reductions.
- Use penalties to act as a deterrent and to place emphasis on compliance.

#### **Supporting Actions:**

- Focus on reducing smoke emissions from home heating, especially in the San Lorenzo Valley
- Expand the use of electric vehicles in our region

- Develop programs and enhance outreach to encourage emission reductions in the agricultural sector such as use of shared transportation to get farm workers to fields and best management practices to reduce fugitive dust.

## Goal 2: Ensure Adequacy of Resources

As noted in Chapter 3, limited fiscal resources may significantly affect the District's future ability to implement important air quality programs and retain experienced staff. While the District is fortunate to have a relatively diverse mix of revenue sources, its ability to increase that revenue is restricted primarily to fees imposed on regulated facilities within the jurisdiction. In addition, federal and state regulations and legislation often creates new unfunded mandates which increase the District's workload without increasing the District's revenues.

### Objectives:

- Continue to streamline and improve efficiency by taking advantage of technological advances and continuously improving systems and reviewing tasks for process improvements.
- Broaden the District funding base by actively pursuing additional sources of revenue.
- Continue to review our financial status by developing new tracking mechanisms to ensure financial stability.

### Supporting Actions:

- Identify additional revenue sources (e.g. state and federal programs)
- Increase inspections of businesses that have not registered with the Air District
- Develop a three to five-year spending plan
- Shift from emissions based fees to fee categories based on complexity as well as quantity and toxicity of emissions
- Fully implement a permit database management system that will streamline and improve workflow and processes.
- Develop metrics for tracking productivity and efficiency

## Goal 3: Provide Air Quality Education, Outreach and Involvement Monterey, Santa Cruz and San Benito County Residents

It's common for people to assume that air quality problems are caused by big factories with billowing smokestacks—and to discount their own contribution. Small things can add up to be a major problem; things like not maintaining one's car, wasting energy and burning yard waste.

Due to the complex and ever-changing nature of air quality issues, the District has a responsibility to inform, educate the public about air pollution problems and involve the public in regulatory efforts aimed at solving those problems. Communication should be a two-way street with the District striving to inform and educate the public about air quality issues while seeking input from citizens, local governments, regulated sources, business and industry, environmental groups and other stakeholders. Such outreach should be accomplished through a range of efforts including: brochures and other publications, the District web site, public notices, news releases, public meetings and hearings, email notification lists and social media.

**Objectives:**

- Initiate collaborative efforts and partnerships with the community around shared air quality and environmental goals.
- Offer timely information on air quality issues and upcoming events via the District's website and social media.
- Provide the public with additional informational resources, including presentations and publications.
- Support the District Advisory Committee to provide input on rules and clean air plans and to foster open communication and a collaborative approach to air pollution control planning.
- Conduct workshops on new rules, plans, and the budget to obtain community input.
- Reach out to community partners and the media for additional opportunities to inform the public.
- Participate in community events.
- Support students and teachers in efforts to learn about air quality and the environment.

**Supporting Actions:**

- Obtain additional public information staffing for the District
- Develop and update brochures and other publications dealing with key air quality issues.
- Maintain a website that is comprehensive, organized, simple to navigate, and up-to-date.
- Develop and maintain social media presence
- Produce video that describes District operations
- Provide ready access to news media about air quality issues through interviews, press releases, Web site, public meetings and information requests.
- Operate an Air Awareness Program aimed at educating and informing the public about air quality problems and encouraging voluntarily actions to reduce air pollution.
- Continue efforts through the Backyard Burn Program to achieve better public awareness and compliance with outdoor burning rules.
- Develop exhibits and promotional materials that reflect key air quality issues for use at public meetings and events.

- Participate in public events in each county where a large number of people can be reached.

## Goal 4: Continuously Improve Service

### **Objectives:**

- Keep the Board well informed
- Provide opportunities for public input to decisions affecting them
- Train staff in customer service and reward excellent service
- Hire staff based on attitude not just technical ability
- Survey customers regarding quality of service received
- Take advantage of staff expertise, reward high performance and push decisions to the lowest level at which they can be competently made

# APPENDIX

# APCD PAST AND PRESENT

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

## APCD HISTORY AND ACCOMPLISHMENTS

### History

The Air District was created by the Monterey County Board of Supervisors in 1965. In 1968, Santa Cruz County joined Monterey County to form a unified district. In 1969, the state designated the counties of Monterey, San Benito, and Santa Cruz as the North Central Coast Air Basin. On July 1, 1974 the Monterey and Santa Cruz County Unified Air Pollution Control District merged with the San Benito County Air Pollution Control District to form the Monterey Bay Unified Air Pollution Control District.

The District is governed by a Board of Directors appointed from the elected governing bodies of our member jurisdictions. The Board of Directors appoints citizens to the District's Advisory Committee as well as to the Hearing Board.

As required by the California Clean Air Act and Amendments (HSC Section 40910 et seq.) and the Federal Clean Air Act and Amendments (42 U.S.C. Section 7401 et seq.), the District is responsible for air monitoring, permitting, enforcement, long-range air quality planning, regulatory development, education and public information activities related to air pollution. California Health and Safety Code Sections 39002, et seq. and 40000, et seq. require local districts to be the primary enforcement mechanism for stationary source air pollution control. Districts must have rules and regulations for the implementation and enforcement for the attainment and maintenance of federal and state ambient air standards.

Over the past 44 years the District has adopted and implemented nearly 100 rules and currently has nearly 3,000 permits in effect at over 2,200 facilities. During that period our agency has grown from a two-person office to a staff of 32, including engineers, planners, inspectors, technicians and administrative personnel.

### Jurisdiction

The District's jurisdiction makes up the North Central Coast Air Basin (NCCAB), which consists of

Monterey, Santa Cruz, and San Benito counties. The air basin forms an area of more than 5,100 square miles. With Monterey County covering over 3,320 square miles and Santa Cruz County covering only 445 square miles, the planning area consists of one of the largest and one of the smallest counties in the state.

The jurisdiction features varied vegetation, climate and geography. It includes portions of several mountain ranges: the Santa Lucia and Gabilan Ranges in Monterey and San Benito Counties, the southern portion of the Santa Cruz Mountains in Santa Cruz County, and the Diablo Range in the eastern half of San Benito County. The coastal terraces in the Santa Cruz area, the flat plains surrounding Watsonville, Salinas, and King City, and the southern Santa Clara Valley are sharply defined by the various mountain ranges.

The dominant land use in the region is agriculture with approximately 1,626,000 agricultural acres or 437,000 farmed acres (pasture land excluded). About 88 percent of farmed agricultural land is in the Salinas Valley with 6 percent in San Benito County and 6 percent in Santa Cruz County. Based on the 2016 crops reports, the gross agricultural crop value was \$4.25 billion in Monterey County, \$367 million in San Benito County and \$637 million in Santa Cruz County for a total of nearly \$ 5.0 billion.

Institutional land uses occupy significant portions of the land area within the region. Military land uses in Monterey County include Fort Hunter-Liggett, Camp Roberts, the Naval Postgraduate School, and the Presidio of Monterey. Other major institutional uses are the University of California at Santa Cruz (UCSC) and the Soledad Correctional Facility. The former Fort Ord, comprising almost 28,000 acres, was closed in 1993. The California State University at Monterey Bay and UCSC have received over 2,000 acres of Fort Ord land for education and research uses.

The region has a significant amount of land in open space and recreation uses including several large State Parks, the Ventana Wilderness (164,503 acres), the Los Padres National Forest (304,035 acres), and the Pinnacles National Park. Over 17,000 acres of Fort Ord have been dedicated to open space and recreational uses. The California Department of Parks and Recreation operates over 25 visitor facilities in the region.

In Monterey and Santa Cruz counties urbanized development occupies about three percent of the land area with approximately 65 percent of regional urban development in Monterey and Santa Cruz Counties extending around Monterey Bay on the coastal plain from the Cities of Santa Cruz to Carmel-by-the-Sea. Salinas is an exception, lying more than ten miles inland from Monterey Bay. Nearly three-quarters of the urban development is for residential purposes.

Commercial land uses are concentrated in the major urban centers of the counties including Santa Cruz-Capitola, Monterey Peninsula, and Salinas. Tourism is also a major segment of the economic market in these areas.

Industrial activity includes oil production (San Ardo oil field), power generation (Moss Landing), commercial fishing (Moss Landing), quarrying activities (all three counties), agricultural processing in the Salinas and Watsonville areas, sand mining (Hollister, Marina, Scotts Valley and the North Coast of Santa Cruz County), food processors (Salinas, Watsonville and Santa Cruz) and electronic manufacturing firms (Scotts Valley, Santa Cruz, Watsonville and Salinas).

Approximately 97 percent of San Benito County is unincorporated land, with 90 percent being used as farmland, rangelands, forest, and public lands. The bulk of the county's population resides in the central region near the incorporated cities of Hollister and San Juan Bautista. Hollister serves as the major commercial center for the county.

Each county and city in the region has an adopted comprehensive general plan for its physical development. Each of the plans generally accommodates a certain amount of residential, commercial, industrial and institutional development.

### **Population**

Population data for the jurisdiction are developed by federal, state and local agencies. The U. S. Census Bureau conducts a physical count of the population once every ten years, with the last decennial census in the year 2010. The California Department of Finance (DOF) releases annual population estimates to complement the decennial census. The NCCAB's regional Metropolitan Planning Organization, the Association of Monterey Bay Area Governments (AMBAG), periodically develops population forecasts several decades into the future which reflect the most recent economic and population growth data.

The most recent population forecasts, adopted by AMBAG on June 11, 2014, are presented in Table 1-1. The forecast was based on using a methodology which placed greater emphasis on employment growth as the primary driver of long-term population change at the regional scale. The population forecast shows in 2020 the following expected distribution by county: 55.9 percent residing in Monterey County, 34.9 percent in Santa Cruz County, and 9.1 percent in San Benito County.

In terms of the population of California's fifteen air basins, the NCCAB ranks in the middle as having the eighth largest population.

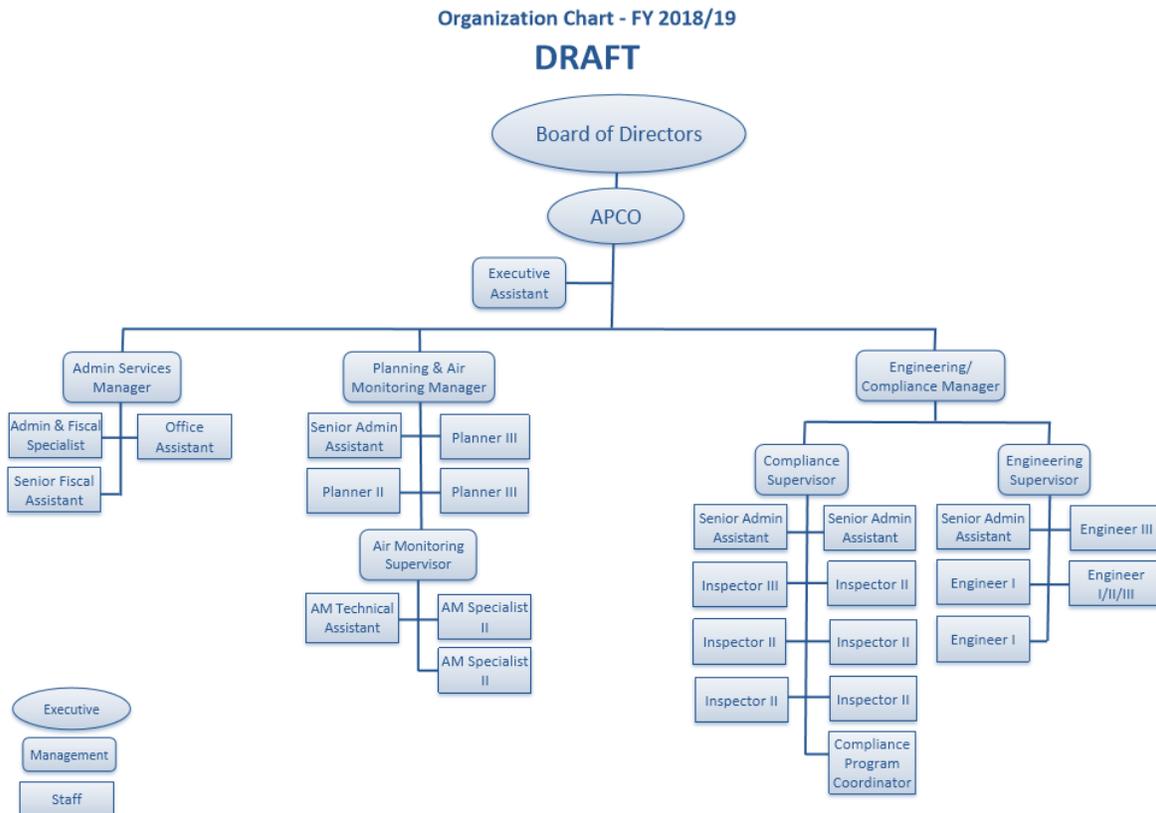
**TABLE 1-1: POPULATION FORECASTS FOR NORTH CENTRAL COAST AIR BASIN<sup>1</sup>**

Area	2010	2020	2025	2030	2035
<b>MONTEREY COUNTY</b>					
Carmel	3,722	3,541	3,661	3,789	3,917
Del Rey Oaks	1,624	1,889	2,345	2,806	3,468
Gonzalez	8,187	13,340	13,955	16,194	19,333
Greenfield	16,330	21,341	22,061	22,835	23,609
King City	12,874	14,568	16,398	17,759	18,620
Marina	19,718	21,315	22,651	23,388	24,225
Monterey	27,810	28,004	28,839	29,743	30,647
Pacific Grove	15,041	15,394	15,914	16,472	17,030
Salinas	150,441	156,793	161,405	166,912	172,499
Sand City	334	1,048	1,198	1,414	1,550
Seaside	33,025	36,120	40,260	41,308	42,256
Soledad	25,738	31,316	32,050	32,839	33,628
Unincorporated	100,213	102,847	103,147	104,028	104,304
<b>County Total</b>	<b>415,057</b>	<b>447,516</b>	<b>463,884</b>	<b>479,487</b>	<b>495,086</b>
<b>SANTA CRUZ COUNTY</b>					
Capitola	9,918	9,119	9,427	9,758	10,088
Santa Cruz	59,946	66,860	70,058	73,375	76,692
Scotts Valley	11,580	11,638	11,696	11,754	11,813
Watsonville	51,199	59,446	61,452	63,607	65,762
Unincorporated	129,739	132,318	134,879	139,601	144,227
<b>County Total</b>	<b>262,382</b>	<b>279,381</b>	<b>287,512</b>	<b>298,095</b>	<b>308,582</b>
<b>SAN BENITO COUNTY</b>					
Hollister	34,928	39,975	41,704	43,551	45,397
San Juan Bautista	1,862	1,993	2,015	2,053	2,092
Unincorporated	18,479	31,135	31,885	32,814	33,843
<b>County Total</b>	<b>55,269</b>	<b>73,103</b>	<b>75,604</b>	<b>78,418</b>	<b>81,332</b>
<b>BASIN TOTAL</b>	<b>732,708</b>	<b>800,000</b>	<b>827,000</b>	<b>856,000</b>	<b>885,000</b>

<sup>1</sup> Adopted by Association of Monterey Bay Area Governments, June 11, 2014.

# CURRENT APCD PROGRAMS AND SERVICES

The District implements numerous programs and services to achieve our mission. The District's organization chart can be found below (proposed for FY 18-19 budget).



The following is a brief discussion of our current major programs:

## **Administration and Support**

The Air Pollution Control Officer directs and oversees all District programs and personnel matters. A fiscal manager develops and manages the District budget and works with the County Auditor/Controller to track funds and expenditures; payroll and banking is also handled through the County Auditor/Controller and the Treasurer's Office.

The Administrative Division consists of the Air Pollution Control Officer (APCO), an Administrative Services Manager, an Executive Assistant, one Administrative Services Assistant, one Senior Fiscal Assistant, and an Office Assistant.

Under two programs, Support and Operations and Public Education, the Division performs the following functions:

## **General Operations**

The Division is responsible for all premises management including building and grounds, vehicle fleet, District Safety Program, administrative support, telephone systems, reception duties, mail room, copy functions and office supplies. General Operations also includes human resource management and benefit administration for the District's 32 budgeted positions. The District is currently designing a career development program to enhance employees' qualifications for career opportunities, to improve skills and abilities, and to meet the mission and strategic objectives of the District.

## **Finance and Accounting**

The accounting section is responsible for all general accounting functions including accounts receivable, accounts payable, payroll, fixed asset management, grants, risk management, and related financial reporting.

An important function of this section is the preparation and tracking of the annual budget. All Managers participate in a collaborative effort with the APCO and the Administrative Services Manager in compiling and presenting the annual proposal. Additional responsibilities include employee benefits, personnel needs, and risk management.

## **District Boards**

The Division provides support to the District's Board of Directors, Hearing Board and Advisory Committee. In that function all agendas, notices, minutes and public inquiries are handled.

Monterey County Counsel provides contracted legal advice to the Board of Directors and its committees, the Advisory Committee, APCO and staff as well as representing the District in civil litigation, variance cases, abatement actions and permit revocations before the Hearing Board.

## **Air Monitoring**

The Air Monitoring Division is managed by the Planning and Air Monitoring Manager and consists of one Supervising Air Monitoring Specialist, two Air Monitoring Specialists, and one Air Monitoring Technical Assistant.

## **Ambient Air Monitoring**

The District is in nonattainment for the California Ozone Ambient Air Quality Standard. The District monitors and reports hourly ozone data from five stations in Salinas, Hollister, Santa Cruz, King City, and Carmel Valley. The District also tracks ozone monitoring by the National Park Service at the Pinnacles National Monument. This is where the District violates the state ozone standard.

The North Central Coast Air Basin is in nonattainment for the California PM<sub>10</sub> Ambient Air Quality Standard. "PM<sub>10</sub>" refers to particles that are 10 micrometers or less in aerodynamic diameter (about 1/25<sup>th</sup> the diameter of a human hair). The District conducts PM<sub>10</sub> monitoring at Hollister and King City.

The North Central Coast Air Basin is in attainment for the new PM<sub>2.5</sub> National Ambient and State Air Quality Standard. "PM<sub>2.5</sub>" refers to particles that are 2.5 micrometers or less in aerodynamic diameter. The District conducts PM<sub>2.5</sub> monitoring at stations in Salinas, Santa Cruz, Hollister, Carmel Valley, King City, and San Lorenzo Valley.

Nitrogen dioxide, nitric oxide, oxides of nitrogen, and carbon monoxide are monitored at the Salinas station.

### **Meteorological Monitoring**

The District monitors and reports hourly meteorological data for the five sites in Salinas, Hollister, Santa Cruz, King City and Carmel Valley. Parameters recorded are wind speed, wind direction, and ambient temperature. Meteorological data is used to better understand pollutant flux in the air basin and is an important data input for computer modeling conducted during permitting.

### **Source Specific Monitoring**

Typically, air monitoring staff are involved in setting up remote smoke monitoring instruments for data collection for controlled burns, wildfires, and occasionally a large structure fire. Generally this involves operating PM<sub>10</sub> air monitoring equipment and/or reporting meteorological data to the District's website.

### **Data Acquisition, Data Display, & Quality Control**

Air monitoring data collected at fixed air monitoring stations is edited and submitted to the EPA AIRS database on a monthly basis. Air monitoring data collected at temporary and seasonal sites is edited for reporting. The hourly data will also be made immediately available on the district website.

### **Engineering**

The Engineering Division forms the core of the District's regulatory role. The Division is responsible for the preconstruction review and approval of stationary sources, initial field inspection and issuance of District operating permits, federal operating permits and agricultural registrations.

The Division manages the District permit database utilized to administer the above programs. The database is used by other divisions for permit billing information, to schedule and record

compliance inspections and source test requirements. The database is also used to generate requests for information and to compile emissions inventory data. In addition to the permitting database the Division manages the permit filing system the central location for communications and documentation for stationary sources.

Ancillary functions of the Engineering division include, emission inventory of stationary source criteria and toxic emissions, toxic risk assessment program (AB 2588 program), and rule development.

Conducting the core and ancillary functions of the Division requires an intimate knowledge of a broad field of industrial and commercial processes and the resulting emissions and control of air contaminants. In addition to technical skill, the Engineering Division staff possesses the ability to work with a broad range of people to obtain the information necessary to conduct District Business and to explain District requirements.

The Division is comprised of 6.5 staff including by the Compliance and Engineering Manager, a Supervising Air Quality Engineer, four Air Quality Engineers, and an Administrative Assistant.

### **Compliance**

The enforcement of air quality regulations must concentrate first on obtaining compliance and second providing an effective deterrence for non-compliance.

The Division has approximately five field-based, inspection staff who conduct inspections of air pollution sources, verify compliance, investigate breakdowns, document violations, and respond to citizen complaints about air pollution and accidental releases of air contaminants. The Inspection Staff are assigned geographic areas throughout the three counties. They are responsible for all the permitted sources and inspection activity within that area. In addition the Division has several specialized inspectors that handle asbestos demolition and renovation activities. Routine inspections combined with targeted audits of sources of air pollution help ensure emission reductions written into regulations are actually achieved. The enforcement program utilizes a cooperative working relationship with the regulated sources in conjunction with graduated levels of enforcement actions to maintain compliance with air quality regulations.

The Compliance Division is comprised of 10.5 staff including: the Compliance and Engineering Manager, Supervising Inspector, one Senior Administrative Assistant, one Engineering and Compliance Specialist, one Program Coordinator, and six Field Inspectors.

The six Field Inspectors, Program Coordinator, Senior Administrative Assistant, and Engineering and Compliance Specialist operate the Division's programs as follows:

## **Enforcement**

The largest single function of the Compliance Division involves processes to assure that regulated sources operate in compliance with applicable local, state, and federal laws and regulations within this jurisdiction. Field Inspectors perform unannounced inspections of all permitted sources, numbering over 3,000 District-wide. During these inspections they determine whether the sources are operating in compliance with their permits and other applicable regulatory requirements. When inspectors discover violations of enforceable requirements they initiate appropriate enforcement actions and take steps to assure the violations are remedied and that the operator understands the problem and how it can be avoided. Enforcement actions for violations include: Notices to Comply for specified minor violations, imposition of civil penalties, abatement orders obtained from the District Hearing Board, civil injunctions, and permit revocation through Hearing Board action. The enforcement function also includes an element of compliance assistance in order to avoid the occurrence of violations.

The Permit Inspection Program is administered by the Supervising Inspector, five Field Inspectors, and one Senior Administrative Assistant.

## **Asbestos Program**

The Compliance Division is responsible for the enforcement of the federal NESHAP regulations for asbestos. One Field Inspector, the Program Coordinator, and the Engineering and Compliance Specialist monitor all construction or demolition projects subject to the NESHAP regulations, and inspect selected projects for compliance, initiates enforcement actions when violations occur, and cooperate with asbestos contractors to assure in advance that projects will be carried out correctly. The conversion of former military bases has markedly increased the number and complexity of demolition and renovation projects this program handles.

## **Mutual Settlement Program**

The Mutual Settlement Program represents the District in civil penalty enforcement actions pursuant to 42400 et seq of the California H&S Code. It is the means by which the District issues and finalizes almost all of the enforcement actions that are appropriate for assessing penalties. Occasionally, a case is so complex or significant to other jurisdictions that the case is referred to the District Attorney for prosecution.

The Mutual Settlement Program is administered by the Program Coordinator and the Engineering and Compliance Specialist under the direction of the Engineering and Compliance Manager.

### **Hearing Board Representation**

When regulated sources petition the District for a variance, or the District petitions for an abatement order or permit revocation, the case is adjudicated by the District's 5-person Hearing Board. In cases before the Hearing Board, the District is represented by the Program Coordinator, and depending on the case, the field inspector, the Compliance Supervisor, or the Engineering Supervisor.

### **Air Quality Planning**

The Planning Division prepares the documentation required to create the work plans to bring regional air quality into compliance with federal and state air quality standards. It integrates the requirements promulgated by the U.S. Environmental Protection Agency and the California Air Resources Board into documents that incorporate the emission inventories of stationary, area and mobile sources; air quality measurements from the District's network of air monitoring stations; population, housing and employment forecasts; stationary source and transportation control measures; basin and inter-basin meteorology; and the results of air quality modeling tools that estimate how these factors would affect regional air quality. Ozone and particulate matter plans have been produced for federal and state agencies, as required.

Planning staff provides air quality planning expertise to three counties and eighteen cities in the region through education and training programs, quantitative information about regional air quality, information about programmatic and regulatory developments at the state and federal levels, and through assistance to Lead Agencies and consultants in evaluating the air quality impacts of proposed plans and development projects. Approximately 50 projects and plans from cities, counties, water districts, waste management districts, military bases and reservations, state and national parks, and the Army Corps of Engineers are reviewed each year.

Staff provides technical assistance and project coordination to the District's Burn Program and the former Ft. Ord Prescribed Burn Program. Meteorological and air quality analysis are provided during wildfires that occur in the air basin and in upwind areas.

The Planning staff manages the District's Grant Programs, a multi-million dollar portfolio of over 80 currently-active grant agreements. The ongoing management that is required is funded with

AB 2766, AB923, Carl Moyer, Lower Emission School Bus Program (LESBP) Retrofit and Replacement funds. For example, the District has awarded over \$34 million from AB2766 to fund over 580 projects designed to yield vehicle emission reduction benefits within San Benito, Santa Cruz, and Monterey Counties.

Staff provide educational information about air quality to civic organizations, cities and counties, the building industry, agriculture, environmental consultants and the general public. Planning staff participates in regional initiatives such as Clean Air Month and the Monterey Bay EV Alliance, to assist programs that have the potential to improve air quality.

### **Division Description**

The Planning Division is managed by the Planning and Air Monitoring Manager and staffed by three air quality planners and a Senior Administrative Assistant. It provides a variety of services in support of the District's goal to attain and maintain ambient air quality air standards, to protect public health.

### **Preparation of State and Federal Plans**

The Planning Division prepares air quality plans to show how the region will comply with ambient air quality standards into the future, as required. These Federal Attainment or Maintenance Plans, and the triennial Air Quality Management Plans that become integrated into the State Implementation Plan that is submitted to the U. S. Environmental Protection Agency, include technical analysis, growth projections, and an attainment strategy with transportation and stationary source control measures.

### **Development of Emission Inventories**

Staff compiles quantitative estimates of air pollutant emissions from area and mobile sources in the North Central Coast Air Basin. Inventories are used to identify sources subject to further control, and as input data for computer models to simulate dispersion of pollutants into the atmosphere.

### **Air Quality Analysis**

Staff reviews and analyzes air quality measurements and weather conditions; and applies statistical analysis and computer models to predict future pollutant levels at local and regional scales. It compares these with ambient air quality standards. Planning staff members collaborate

with the District's Air Monitoring Division and Engineering Division, and the California Air Resources Board in this work.

### **CEQA Guidance**

Staff provides guidance and assistance to Lead Agencies, consultants and others concerning air quality analyses prepared in accord with the California Environmental Quality Act (CEQA). It assists the Engineering Division in the rulemaking process, by preparing environmental documents for review by other agencies and the general public. Planning staff assist the District's Asbestos Program by advising project applicants, Lead Agencies, and consultants of District requirements, including Rule 424: NESHAPS, and Rule 439: Building Removals.

### **Smoke Management Program**

District and State requirements relating to open burning are administered by the Planning Division. The program includes issuing prescribed burn permits, providing real time burn authorizations, maintaining the District Burn Program Website, and participating in smoke management efforts with other air and fire protection agencies to provide compliance assistance on smoke management issues. The Burn Program also administers environmental benefit programs such as free yard waste drop off days or rebates to residents who replace old high polluting wood burning heating devices with new clean burning devices.

### **Transportation Planning**

The Division works with the Association of Monterey Bay Area Governments (AMBAG), the Transportation Agency of Monterey County (TAMC), the Santa Cruz County Regional Transportation Commission (SCCRTC), the San Benito County Council of Governments (SBCOG), the California Department of Transportation (Caltrans), and regional cities and counties in development of the Regional Transportation Plans, Metropolitan Transportation Plan, Metropolitan Transportation Improvement Program, the Overall Work Program, the Regional Blueprint and various regional transportation projects.

### **Implementation of Grant and Contractual Programs**

Staff manages two grant programs funded locally with DMV fees raised under the AB2766 and AB923, the State-funded Carl Moyer Program and offsite mitigation grant projects. Staff also provides professional services under contract to the State Department of Toxic Substances Control for the Ft. Ord Burn Program.