

**Central States Air Resource Agencies Association
(CenSARA)**

**STRATEGIC PLAN
2016 - 2020**

OVERVIEW: CenSARA's primary mission is to promote the exchange of information, knowledge, experience and data between member states and other interested parties related to the control of air pollution and assist in the development of pollution reduction strategies.

In setting out the mission's goals and objectives for the current grant period, this Strategic Plan is the foundation for the organization's planning, budgeting, and performance and accountability processes and based on EPA's FY14-18 Strategic Plan,

CenSARA has three key principles governing its work: (1) Results and Accountability; (2) Innovation and Collaboration; and, (3) Best Available Science. CenSARA is committed to being a good steward of the tax dollars and funding it receives. To provide the CenSARA membership with environmental results (tangible or intangible) they expect and deserve, CenSARA must operate as efficiently and effectively as possible. CenSARA's ability to make progress depends on successfully engaging with member state representatives, other policy and planning organizations, federal agencies, stakeholders, and others through meaningful collaboration. The CenSARA membership needs the best scientific information available to anticipate potential environmental threats, evaluate risks, identify solutions, and develop protective standards. CenSARA activities should help members be responsive to emerging information, gain new understanding, reduce uncertainty, and, as necessary, change assumptions about the impacts of environmental problems and how they should be addressed.

APPROVAL REQUIRED TO ACCEPT AND CHANGE THIS PLAN: CenSARA MEMBERSHIP

STRATEGIC PLAN

GOALS

- 1: HELP MEMBER STATES ACHIEVE FEDERAL AIR QUALITY STANDARDS AND ADDRESS VISIBILITY PROBLEMS IN CLASS I AREAS**
- 2: ENHANCE PRODUCTIVITY OF CENSARA MEMBERSHIP STAFF**
- 3: PROMOTE EFFORTS FOR ACCURATE AND APPLICABLE SCIENCE AND FOCUSED RESEARCH TO HELP ACHIEVE EFFICIENCY AND EFFECTIVENESS IN AIR QUALITY IMPROVEMENT EFFORTS**
- 4: PROMOTE THE UNDERSTANDING OF AIR QUALITY IMPACTS FROM EMISSION SOURCE CATEGORIES WITHIN THE CenSARA REGION, SUCH AS AGRICULTURE AND OIL AND GAS**
- 5: INFORM MEMBERSHIP ABOUT EMERGING ISSUES AND EXTERNAL FACTORS**
- 6: SUSTAIN THE CENTRAL STATES AIR RESOURCE AGENCIES ASSOCIATION AS AN EFFECTIVE COLLECTIVE VOICE FOR THE AIR QUALITY PROGRAMS IN THE REGION**

GOAL 1: HELP MEMBER STATES ACHIEVE FEDERAL AIR QUALITY STANDARDS AND ADDRESS VISIBILITY PROBLEMS IN CLASS I AREAS

ORIGINATION DATE: 12/19/06

LAST UPDATED: 06/10/15

This goal provides for CenSARA's continued assistance to member states as they strive to achieve healthier outdoor air and improved visibility in Class I areas.

Outcomes include information on emission reductions programs, emission factors, new or improved regional or national ambient air quality monitoring equipment technologies, new or improved testing methods, and/or other deliverables from projects specified by the CenSARA membership.

Outputs from CenSARA include program/project management, periodic membership updates, Board meetings with agendas conducive to providing information and taking direction from the CenSARA Board, and coordination and support of committees.

Objective 1: To provide comprehensive environmental information to the CenSARA membership in a variety of formats that may include the CenSARA website, emails, reports, issue/option papers, meetings, and conference calls.

Objective 2: To participate in the identification, preparation, and implementation of sector-based or pollutant-based projects, inclusive of air toxics, identified by the CenSARA membership.

Objective 3: To provide for or coordinate technical capacity building of member states and approved other entities' staff.

Objective 4: To provide the CenSARA membership with an economy of technical resources for direct use by the member states and approved other entities or through contractor assistance.

Objective 5: To promote air quality emission reductions in the CenSARA geographic region through management of appropriate incentive programs.

Objective 6: To promote an understanding of regional, national and international air quality transport on the CenSARA geographic region.

GOAL 2: ENHANCE PRODUCTIVITY OF CENSARA MEMBERSHIP STAFF

ORIGINATION DATE: 12/19/06

LAST UPDATED: 06/10/15

This goal provides for an increase in productivity of CenSARA Membership staff through training.

Outcomes include the development and improvement in work performance of all levels of staff, with focus on air quality permitting, emissions inventory, monitoring, modeling, compliance and enforcement, regulatory development, and planning staff.

Outputs from CenSARA include program/project management, training options solicitation; regular training needs assessment; and, course development as directed by the CenSARA membership.

Objective 1: To survey the CenSARA membership at regular intervals on air quality training needs and then prepare new or identify existing training courses to meet those needs.

Objective 2: To work with other regional organizations and EPA to identify and implement improvements to the National Training Strategy.

Objective 3: To stay informed about and analyze new training formats (e.g. web-based) for appropriate and effective use.

Objective 4: To sustain training development at a regional and national level through identification, preparation, and implementation of grants and new funding sources to support needed training as established by the CenSARA membership.

GOAL 3: PROMOTE EFFORTS FOR ACCURATE AND APPLICABLE SCIENCE AND FOCUSED RESEARCH TO HELP ACHIEVE EFFICIENCY AND EFFECTIVENESS IN AIR QUALITY IMPROVEMENT EFFORTS

ORIGINATION DATE: 12/19/06

LAST UPDATED: 06/10/15

This goal seeks to help the CenSARA membership obtain a better understanding of the components of new or improved technologies and research that will have an impact (positive or negative) on ambient air quality.

Outcomes include understanding and possible incorporation of new or improved air quality technologies, data, and programs at regional, state and local levels.

Outputs from CenSARA include program/project management, periodic updates, and, Board meetings and calls with agendas conducive to providing information to and taking direction from the CenSARA Board.

Objective 1: To inform the CenSARA membership of opportunities to comment and/or participate in EPA efforts regarding proposed methodologies, processes, and programs. To develop CenSARA membership comments or input as directed by the Board.

Objective 2: To promote research in the area of regional, national and international air quality transport for the CenSARA geographical region.

Objective 3: To promote research on natural and exceptional events and their impact on any National Ambient Air Quality Standard (NAAQS) in the CenSARA geographic region.

GOAL 4: PROMOTE THE UNDERSTANDING OF AIR QUALITY IMPACTS FROM EMISSION SOURCE CATEGORIES WITHIN THE CenSARA REGION, SUCH AS AGRICULTURE AND OIL AND GAS

ORIGINATION DATE: 12/19/06

LAST UPDATED: 06/10/15

This goal provides for better understanding of emissions and effective emission reduction options from identified priority sources located in the CenSARA geographic region through a collaborative and educational process. High priority source categories include agricultural crop and animal production operations; prescribed, wildland, and agricultural burns; and, oil and gas development and production operations.

Outcomes include research that helps identify and address issues and cooperation among environmental agencies, affected sectors, and interested stakeholders (ex: USDA and federal land managers) in identifying and addressing pollutant impacts from activities and/or sources.

Outputs from CenSARA include program/project management; periodic updates to the Board; and, continued research on potential funding for related projects and/or resources, per Board direction.

Objective 1: To manage research projects or collaborate with other organizations to develop and complete studies that result in better data (ex: emission inventory improvements or regional modeling).

Objective 2: To track regional and national efforts and provide input from CenSARA membership on efforts of interest.

GOAL 5: INFORM MEMBERSHIP ABOUT EMERGING ISSUES AND EXTERNAL FACTORS

ORIGINATION DATE: 12/19/06

LAST UPDATED: 06/10/15

This goal provides for the understanding of emerging environmental issues that may be of concern but that have not yet been generally recognized. The issues could be characterized as follows:

- 1) Transformations of old issues that are continually evolving, and in most cases broadening, in response to increasing scientific and technological knowledge and changing socioeconomic, cultural, and environmental conditions.
- 2) Policy issues resulting from emerging environmental issues.
- 3) Unintended air chemistry consequences.
- 4) Impacts of a national effort to shift from managing media-specific environmental risks to sustainable management of all medias.

Outcomes include the dissemination of information to membership staff in the CenSARA geographic area to help them understand or prepare for new or transformed air quality issues.

Outputs from CenSARA include program/project management; periodic updates; and, Board meetings and calls with agendas conducive to providing information to and taking direction from the CenSARA Board.

Objective 1: To inform the CenSARA Board on emerging issues and provide sufficient facts and data to promote decisions for action.

Objective 2: To maintain an awareness of actions (ex: legal, political, etc.) related to EPA's periodic review of the NAAQS and inform the CenSARA membership.

Objective 3: To develop and implement projects specified by the CenSARA membership.

GOAL 6: SUSTAIN THE CENTRAL STATES AIR RESOURCE AGENCIES ASSOCIATION AS AN EFFECTIVE COLLECTIVE VOICE FOR THE AIR QUALITY PROGRAMS IN THE REGION

ORIGINATION DATE: 12/19/06

LAST UPDATED: 06/10/15

This goal provides for ongoing financial support to sustain the organization of the Central States Air Resource Agencies Association (CenSARA) through the dues of its members and project funding.

Outcomes include healthier air, improved visibility, well-trained membership agencies' staff, an informed membership, and projects designed to meet the unique needs and/or provide data critical for the central part of the United States.

Outputs from CenSARA include grants and program/project management, identification of and solicitation of additional funding opportunities, logistical and administrative support for member meetings (ex: conference call lines, hotel/meeting locations, occasional travel monies, and meeting summaries).

Objective 1: To represent membership positions during development of EPA or other federal agencies' proposed rules, guidance documents, and policies.

Objective 2: To provide informational and technical support to CenSARA membership to support air quality improvement projects.

Objective 3: To participate in the identification, preparation, and implementation of existing and new grants.

Objective 4: To undertake special initiatives as directed by the CenSARA membership.

Objective 5: To manage CenSARA office activities and provide logistic support for committees in an efficient and effective manner.

Objective 6: To achieve work excellence through application of appropriate world-class tools and practices.

Objective 7: To attend and participate in regional and national meetings representing the CenSARA Membership.

Objective 8: To retain a high quality training program that is responsive to members needs.

Objective 9: To provide the CenSARA Board an annual evaluation of the efforts to achieve the goals and objectives in this Plan.