

# 2030 Strategic Plan Annual Report for 2024, Year 2

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April 2025



PUGET SOUND  
Clean Air Agency







## Our Vision



Healthy air, climate, and environmental justice for the benefit of all people in the Puget Sound region.

## Our Mission



We preserve, protect, and enhance air quality and public health, enforce the Clean Air Act, support policies that reduce climate change, and partner with communities to do this work equitably.

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# Introduction

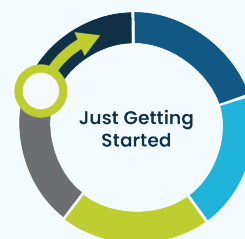
The Agency adopted the [2030 Strategic Plan](#) in March of 2023, outlining ambitious objectives and targets to improve air quality, reduce greenhouse gas emissions, and lessen disparities in air pollution exposure across our jurisdiction. As part of our commitment to adaptive management, transparency, and continuous improvement, we produce and share annual progress reports to highlight each year's main achievements and how we are measuring up to our targets.

This is our second annual progress report. Please use this report as a supplement of the original [Strategic Plan](#), which contains more detailed information about our Agency, the roles we serve, and narratives for each objective. For more information on baseline regional goals, please see our [first annual report](#). Activities included here span from March 2024 to March 2025, except for targets specifying calendar or fiscal years.

## 2024 Key Opportunities and Challenges

We started the year with opportunities of unprecedented levels of federal funding to support climate and environmental justice programs in our region. With a change in federal administration at the start of 2025, support for science-based climate work and environmental justice has dissipated. While federal support has waned for climate and environmental justice work, we have committed to continue our CPRG planning grant, and potential funding streams remain at the state level. The Agency is also fortunate for being grounded in the Washington State Clean Air Act which provides a state-level backstop for our compliance and enforcement work. We were able to make significant strides on permitting sources, engaging our communities on air quality topics, providing community-led monitoring, removing old polluting wood stoves, and more. Despite the lack of continued federal support, we anticipate making significant strides on our Strategic Plan in its third year (2025). The changing funding landscape will require us to make some adjustments, demonstrating our fiscal responsibility and prioritizing actions to best deliver on our strategic plan.

For each objective in this report, you'll see an update on target status and corresponding icon – the five categories include: Continued to meet, Making progress, Just getting started, Falling short, and Not yet timely



# Target Status

| Objective | Target   | Year 1               | Year 2               |
|-----------|--|----------------------|----------------------|
| 1.1       | The Puget Sound region attains the National Ambient Air Quality Standards  | Continued to meet    | Continued to meet    |
| 1.2       | The Agency expands community science engagement events through partnerships in all overburdened communities by 2030  | Just getting started | Making progress      |
| 1.2       | The Agency provides visual tools that clearly communicate air pollution risk information, accessible and available in multiple languages by 2027                             | Just getting started | Making progress      |
| 1.3       | By 2030, air quality in overburdened communities improves more than air quality in the rest of the region  | Not yet timely       | Not yet timely       |
| 1.3       | Complete a community engagement guide by the end of 2023 to operationalize best practices for authentic community engagement   | Almost complete      | Continued to meet    |
| 1.3       | Create or use an existing external environmental justice council or advisory committee to advise the Agency on its environmental justice policies, actions, and expenditures | Not yet timely       | Just getting started |
| 1.4       | The region's GHG emissions are reduced to 50% below 1990 levels by 2030 (and the region is on a trajectory to achieve the state goal of 95% below 1990 levels by 2050)       | Falling short        | Falling short        |
| 1.5       | The Agency fully meets its EPA-delegated programs, obligations, and commitments  | Continued to meet    | Continued to meet    |
| 1.5       | The Agency effectively adjusts implementation efforts to address air pollution prevention and public health benefit and new regulatory and scientific information.           | Continued to meet    | Continued to meet    |
| 1.6       | Communities most impacted by wood smoke achieve the Agency's fine particle pollution health goal each year   | Continued to meet    | Continued to meet    |
| 1.7       | Large-scale regional efforts to deploy electric drayage trucks are underway by 2030  | Just getting started | Just getting started |
| 1.7       | At least 50% of diesel-powered yard trucks identified near overburdened communities are replaced with electric yard trucks by 2030   | Just getting started | Just getting started |
| 1.7       | All rail operators in the region have implemented projects to replace diesel equipment by 2030, with a focus on zero-emission replacements                                   | Just getting started | Just getting started |
| 2.1       | The demographic makeup of job applicants in each position matches or is more diverse than the demographics of the Puget Sound region by 2027                                 | Continued to meet    | Continued to meet    |
| 2.1       | The Agency retains staff by building and sustaining a culture of inclusion and belonging by emphasizing wellness, anti-racism, and growth through continuous improvement     | Continued to meet    | Continued to meet    |
| 2.1       | All Agency employees have professional development pathways and access to project management and process improvement training.   | Just getting started | Making progress      |
| 2.2       | By 2026, the Agency will launch a racial equity organizational self-assessment   | Not yet timely       | Not yet timely       |
| 2.3       | The Agency has a balanced and sustainable budget each year.  | Continued to meet    | Continued to meet    |
| 2.3       | The Agency obtains a clean audit each year.  | Continued to meet    | Continued to meet    |
| 2.3       | The Agency maintains sufficient financial reserves each year   | Continued to meet    | Continued to meet    |
| 2.3       | The Agency tracks its annual expenditures starting in fiscal year (FY) 24 and achieves 40% investment of its budget in overburdened communities by FY27.                     | Continued to meet    | Continued to meet    |
| 2.4       | Technology (like our website, telephone, servers) is available to staff and the public 99% of the time   | Continued to meet    | Continued to meet    |
| 2.4       | On-premise infrastructure is migrated to the cloud to reduce risk and improve functionality by 2028.   | Just getting started | Making progress      |
| 2.5       | Continue to be carbon neutral (through reducing emissions and with offset purchases)   | Just getting started | Continued to meet    |
| 2.5       | Reduce our need to offset our greenhouse gas (GHG) emissions by 50% (from 2022) by 2030  | Just getting started | Just getting started |

|               |                |                      |                 |                   |
|---------------|----------------|----------------------|-----------------|-------------------|
| Falling short | Not yet timely | Just getting started | Making Progress | Continued to meet |
|---------------|----------------|----------------------|-----------------|-------------------|

# Focus Topics

The Agency continues its commitment to environmental justice through our focus on air quality improvement in overburdened [communities](#). These communities were identified based on a combination of socioeconomic barriers to decision making, poorer health outcomes, and more air pollution sources. Focus topics were selected to provide common solutions and approaches across many overburdened communities. Throughout this report, look for these focus topic icons to see how each objective aligns with our strategic efforts to support overburdened communities:



**Opportunities to Reduce Emissions and Exposures** – collaborating across sectors to identify emission reduction opportunities, grant writing support, providing mitigation resources, etc.



**Community Science and Education** – community input on monitoring, youth/adult education workshops, community monitoring, and building awareness.



**Compliance Engagement and Assistance** – notification sharing, improving awareness, collecting input to inform policies.



**Diesel Emission Reduction** – identifying potential projects, grant writing support, data sharing, and informing community.



**Transparency and Information Sharing** - data sharing, communications, public health information, and website improvement.



**Working with Tribal Nations and Tribal Organizations** – identifying opportunities to collaborate, building relationships, information sharing, education and awareness of tribal history and its impact on environmental perspectives, etc.

The Agency's vision of environmental justice takes two paths:

**Procedural Justice:** Concerned with making and implementing decisions according to fair processes. People feel affirmed if the procedures that are adopted treat them with respect and dignity. Procedural justice is a focus of Objective 1.3 – increasing our inclusivity, better understanding communities' concerns, and reducing barriers to participation.

**Distributive Justice:** Concerned with the fair allocation of resources among diverse members of a community. For the Agency's work, the resource is clean air – and much of our work is a component of distributive justice – improving air quality and reducing disparities in ambient air quality and exposure by focusing on areas where disparities are greatest.





# Section One

Protect and Improve Air Quality and  
Public Health, Reduce Air Pollution  
Disparities, and Protect our Climate



# Section One Objectives

Our seven objectives in section one highlight our actions in various roles to protect and improve air quality and public health, reduce air pollution disparities, and protect our climate.

## 1.1

### Meet and Surpass the Health-Based National Ambient Air Quality Standards (NAAQS)



The Puget Sound region continued to meet the health-based National Ambient Air Quality Standards across all 6 criteria pollutants (particulate matter, ground level ozone, carbon monoxide, sulfur dioxide, nitrogen dioxide, and lead). The criteria pollutant fine particle pollution (PM<sub>2.5</sub>) drives the majority of health risk in our region, which is the subset of particle pollution that's less than 2.5 microns in diameter.

Staff continue to work on our second 10-year maintenance plan for the Tacoma-Pierce PM<sub>2.5</sub> nonattainment area to ensure the area continues to enjoy improved, healthy air.

Ozone pollution levels remain close to the national ambient air quality standard (NAAQS) as well. This is the result of short periods of time that exceed the standard on hot summer days when ozone forms. The highest ozone levels typically occur in rural southeast King County.

The EPA sets national ambient air quality standards for six pollutants called “**criteria pollutants**.” These include particulate matter (also called particle pollution), ground-level ozone, carbon monoxide, lead, sulfur dioxide, and nitrogen dioxide.

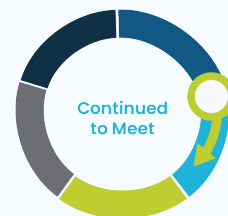
In our region, we focus on fine particle pollution (also called PM<sub>2.5</sub>), which is the subset of particle pollution that's less than 2.5 microns in diameter. These tiny particles come from a variety of sources and have the greatest health impacts in our region including: heart and lung impacts like heart attack, stroke, and chronic obstructive pulmonary disease (COPD).

#### Target

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

#### Status

Continued to meet.



# 1.2

## Measure, Analyze, and Communicate Air Quality Risk



The Agency maintained its ongoing monitoring network, focused primarily on harmful fine particle pollution ( $PM_{2.5}$ ). We continued to make air quality [information available in real time](#), and also published our regular [annual data summary](#). This year, we added nitrogen dioxide and coarse particulate matter ( $PM_{10}$ ) monitoring at the Seattle Duwamish site to support the Washington State Department of Ecology's work with Overburdened Communities as part of the Climate Commitment Act.

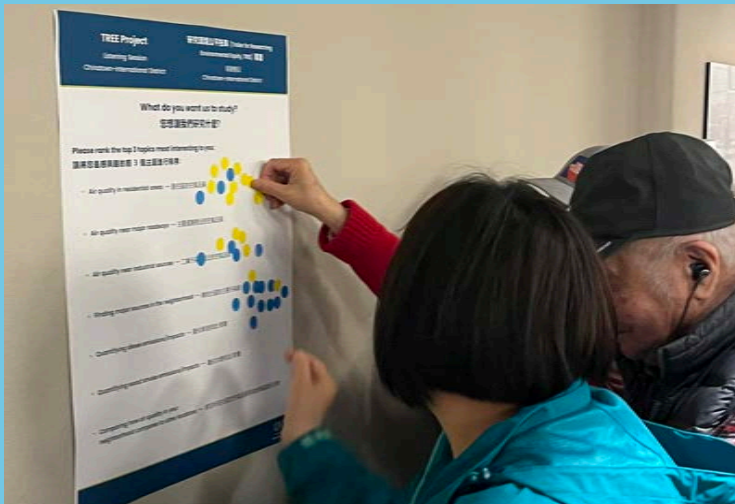


With the expansion of residents obtaining sensors through their own means and our lending program, we are able to calibrate and map them in real time – meaning over 90% of the four county's population now live within 5 kilometers of a fine particle air sensor that they can view in real time.

Our Air Sensor Lending Program supports community-driven air quality monitoring by providing access to reliable, easy-to-use tools. This year we received 21 loan requests, each evaluated based on need, priority, and the potential to advance environmental justice. As a result, we loaned PurpleAir sensors and distributed handheld sensors on

16 occasions. Partners in this effort include schools, non-profits, and private interested individuals across our region. To ensure best results, the Agency provides users training on best practices for data collection and use.

We made substantial progress on our EPA-funded Trailer Researching Environmental Equity (TREE) grant this year. This grant provided an opportunity for community-led air monitoring in East Lakewood, and the Seattle neighborhoods of the Chinatown-International District, Duwamish Valley, and Central District. We completed listening sessions in each of the Seattle neighborhoods where communities identified locations of interest over the course of 2024, providing interpretation services at several meetings.



Chinatown-International District TREE Listening Session



The Trailer for Researching Environmental Equity



We also completed the community air monitoring campaign of the TREE project. In partnership with youth groups in each county, we monitored neighborhood air quality in areas identified during listening sessions and collected data from an air monitoring trailer stationed in the neighborhood, equipped with high grade air monitoring equipment. We shared mobile monitoring results on a [mapping platform](#). Additionally, we provided information and resources about health impacts, types of air pollution, and their sources. The youth groups provided end of monitoring campaign presentations to each other and community members in each of their respective neighborhoods.

The Agency made progress establishing a new monitoring site near SeaTac Airport through EPA funding. We also purchased and deployed ultrafine particle monitoring equipment through 2023 legislative funding. Ultrafine particles are a subset of particle pollution, with a diameter of 0.1 microns or less. Health impacts from ultrafine particles are [not yet as well understood](#) or established as other sizes like  $PM_{2.5}$ . However, monitoring these very tiny particles may help us to better understand and communicate sources of pollution.

As a follow up of our [2023 Air Toxics Study](#), we initiated a hexavalent chromium study with EPA funding to refine our estimates of potential cancer risk from this pollutant in the Seattle Duwamish and Tacoma Tideflats areas. Air monitoring is now complete, and preliminary results show our improved risk estimates are similar to those provided in the 2023 study.



Matt Harper giving a tour of the new SeaTac airport monitoring station to Des Moines City Council member, JC Harris



Multi-size Binning Ultrafine Particle Monitor at Seattle 10th and Weller Street



Tacoma Tideflats monitoring site near Commencement Bay

Through 2023 Legislative funding, we continued quarterly coordination with our local health jurisdictions and the Washington State Department of Health. One goal of this group is to refine clear joint messaging to better communicate issues related to indoor and ambient air quality, as well as climate change. This year, we held four meetings, with topics including Air Monitoring, the Built Environment and Indoor Air Quality, Climate and Transportation, and messaging across various air quality topics.

## Target

The Agency provides visual tools that clearly communicate air pollution risk information, accessible and available in multiple languages by 2027.

### Status

We continued to develop and refine our forecasting and data display tools, and will continue to create and revise technical content and improve accessibility.



## Target

The Agency expands community science engagement events through partnerships in all overburdened communities by 2030.

### Status

We have conducted over 47 specific engagement events in 10 overburdened communities this year, and 67 events with 20 partnerships since the start of the Strategic Plan (in 2023). We plan to deepen this work through partnerships in future years.



Some of our science engagement this year included activities such as air quality collection with sensors, showcasing our community science functions, and presenting study results with:



1. Lake City Collective - Northeast Seattle
2. InterimCDA WILD Program - Seattle Chinatown-International District
3. Black Farmers Collective - Seattle Yesler Terrace
4. Rainier Scholars - Seattle Central District
5. YMCA - Seattle Central District
6. Duwamish River Community Coalition - Seattle Duwamish Valley
7. Duwamish Valley Sustainability Association - Seattle Duwamish Valley
8. PIE (Partner in Employment) - South SeaTac, Kent, and Tukwila (you can just point to Seatac here)
9. Tacoma Tool Library - South Tacoma
10. Wa-Ya Institute - Lakewood



# 1.3

## Reduce Inequities in Air Pollution and Effectively Engage on Air Quality Topics











Over the past year, we have taken deliberate steps to engage communities across our region in meaningful conversations about air quality. Recognizing that access to information and participation opportunities are not equally available to all, we have worked to make engagement more structured, inclusive, and accessible.

One key initiative was to finalize our Community Engagement Guide, an internal resource designed to operationalize best practices for community engagement. Our entire staff received training on this guide and the associated resources available internally. The guide addresses common barriers to participation, including language accessibility, event timing and location, child-friendliness, and stakeholder compensation. It also provides staff with practical tools, such as a database of accessible venues, food vendors, key community contacts, and facilitation resources, ensuring that our outreach efforts are both effective and equitable.

In fall 2024, we publicly launched our sponsorship program via a webpage to expand our partnerships with organizations that align with our mission. By providing financial support for community events and initiatives, we hope to strengthen relationships with both new and existing partners.

### FY25 Sponsorships

|   |   |   |   |
|---|---|---|---|
|  | <a href="#">American Lung Association</a><br>\$10,000           |  | <a href="#">Environmental Coalition of South Seattle (ECOSS)</a><br>\$5,000 |
|  | <a href="#">Breaking Barriers Climate Solutions</a><br>\$10,000 |  | <a href="#">Rebuilding Together South Sound</a><br>\$5,000                  |
|  | <a href="#">Community for a Healthy Bay</a><br>\$5,000          |  | <a href="#">The Backpack Academy</a><br>\$5,000                             |
|  | <a href="#">Duwamish River Community Coalition</a><br>\$3,500   |  | <a href="#">Transportation Choices Coalition</a><br>\$2,500                 |

In addition to the sponsorship program, we made strides to more effectively organize our community engagement efforts through an internal community engagement request form.

Culturally and linguistically accessible communication remains a core focus of our engagement strategy. We consistently translate materials into Spanish, Korean, Vietnamese, Tagalog, and other commonly spoken languages, and offer live interpretation services at key events.

We have also taken steps to build regional and state alignment in air quality communication. Through the Northwest Air Quality Communicators Group, we are collaborating with clean air agencies across Washington, Oregon, and Idaho to develop shared messaging, common language, and pooled resources. This collaboration strengthens public outreach efforts across the Pacific Northwest and ensures consistent, science-based communication.

We continue to see challenges in engagement and participation at our workshops and events. Although we consistently use a multi-channel outreach strategy that includes social media, organizational partnerships, local media outreach and more, attendance varies across projects. By deepening relationships across our four-county jurisdiction with local health jurisdictions, community groups, and regional partners, we hope to increase engagement and participation in Agency-led events.

Finally, building on our expanded environmental justice approach to overburdened communities, we continued to engage the Agency’s longstanding Environmental Justice Steering Committee (EJSC). With the adoption of a new charter and promotion of our internal framework to help staff present projects for the committee’s review, we provided input on ten projects with diverse objectives. Staff are encouraged to return to the EJSC as projects reach key milestones or conclude, ensuring ongoing accountability and alignment with goals.

### Supporting Community Action

This year the Agency continued its efforts to help community-based organizations (CBOs), local governments, tribal organizations, and ports in overburdened communities to identify emission reduction projects and author grant applications, as well as to provide grant reporting support for entities that receive grants. We started this work as part of a 2023 Legislative proviso.

We met with area CBOs and local governments to discuss potential partnerships on grant opportunities; responded to inquiries for support; and supported grant applications by nine organizations. Some highlights of Agency efforts include:

- Encouraged participation in state and federal school bus electrification funding by contacting transportation staff at 29 school districts serving overburdened communities within the Agency’s jurisdiction.
- Provided technical assistance to identify air pollution sources and community impacts to support a workforce development grant to the US EPA Environmental & Climate Justice Community Change grant.
- Promoted, met with partners to discuss project ideas, and matched interests and project partners for the WA Ecology “Improving Air Quality in Overburdened Communities” grant. Agency staff coordinated with seven community organizations, nine local government offices, and two ports.

With state funding for Grant Writing Support ending in June 2025, we will apply program learnings to catalyze future Agency work in service to our overburdened communities.

### Target

By 2030, air quality in overburdened communities improves more than air quality in the rest of the region.

#### Status

We will conduct comparisons in future progress reports, based on fine particle pollution (PM<sub>2.5</sub>) that drives health risk.



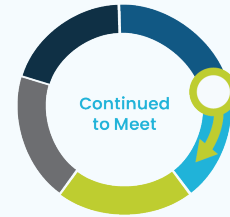


## Target

Complete a community engagement guide by the end of 2023 to operationalize best practices for authentic community engagement.

### Status

Staff have received training on the guide so that they can apply to their projects. We will evaluate and adjust the guide periodically to be most helpful to staff.



## Target

Create or use an existing external environmental justice council or advisory committee to advise the Agency on its environmental justice policies, actions, and expenditures.

### Status

We are exploring how our Advisory Council can take on a more structured role in advising on environmental justice at a strategic, budgetary, and policy level.

In spring 2025, members provided valuable feedback on the specific adaptations needed to advise on environmental justice at a level that would complement the direct community feedback we receive.



# 1.4

## Reduce Greenhouse Gas (GHG) Emissions to Reduce our Region's Contribution to Climate Change



The Agency continues to lead EPA's 2023 regional Climate Pollution Reduction Grant (CPRG) planning grant under the Inflation Reduction Act (IRA) to lead regional climate planning for our four counties. Under this grant, we are now working on the Comprehensive Climate Action Plan (CCAP), which is due December 1, 2025. The CCAP will deliver a consolidated and updated inventory of all significant greenhouse gas sources and sectors within the Puget Sound region, establish near-term and long-term emission reduction goals, and compile a comprehensive list of strategies and actions to achieve greenhouse gas reductions. Analyses will include consideration of potential

impacts and benefits to low-income and disadvantaged communities, potential funding sources, authority to implement identified actions, and workforce development needs to implement the proposed actions.

As of this report, we have worked with external partners to develop an initial list of emissions reductions actions in all sectors, and begun updates to the regional greenhouse gas inventory. With this initial list of actions, we are now starting broader stakeholder and community engagement which will be completed this Spring, and reported on next year. We're looking to community members to help inform how proposed actions can best be designed and implemented in our neighborhoods.

We are also coordinating with other local climate planning processes, as well as the State Departments of Commerce and Ecology as they develop a state-level CCAP. We aim to align with and complement state and local policies and plans, and support jurisdictions at all stages of planning. The CCAP will define regional funding-ready strategies that are competitive for future funding opportunities as they arise.

Collaborative relationships formed during the CPRG planning processes will benefit jurisdictions by aligning priorities and leveraging collective resources to maximize impacts of future efforts to achieve emissions reductions.



Executive Director Cooley stands alongside EPA and King County representatives at Press event announcing \$50 million EPA grant



Executive Director Cooley with Climate Pollution Reduction Grant Project Management Team at press event



While the Agency leads the planning phase of the CPRG grant, a summer 2024 EPA award will result in tangible greenhouse gas emission in our region. King County received over \$49 million on behalf of the region to reduce carbon in buildings. The application and resulting contract with EPA directed funding to go Multifamily Programs (\$19M) for projects in affordable housing settings, and Family Care (\$12M) which is directed to either low-income homes, or homes where 50% of those receiving services are low-income. These programs benefit communities at higher-than-average risk for experiencing climate impacts, and who often experience disproportionate negative health outcomes associated with environmental exposure. These home upgrades improve energy efficiency and utility cost burden; reduce air pollution; improve indoor air quality; and increase climate resilience for vulnerable populations during climate emergencies including heat waves and wildfire smoke. Federal uncertainty has delayed progress on this grant, but the Agency continues to support the regional implementation group as they seek clarity on the federal government's commitment to this work.

Target

The region’s GHG emissions are reduced to 50% below 1990 levels by 2030 (and the region is on a trajectory to achieve the state goal of 95% below 1990 levels by 2050).

Status

We estimate that for 2024, we are still 5 to 10% above 1990 levels. We need the successful implementation of ambitious decarbonization measures to meet the 2030 target and beyond. The Agency and partners must pursue highly collaborative strategies to seek innovation and additional funding streams for the success of this target.



# 1.5

## Prevent, Reduce, and Control Emissions and Exposure from Stationary Sources and their Regulated Activities



The Agency has consistently met this goal for many years. Agency Compliance staff met commitments to EPA regarding our high priority inspection work again in 2024. A Full Compliance Evaluation (FCE) was completed for each operating permit and synthetic minor limited source (see callout box) for the federal fiscal year (October 2023 – September 2024). Each FCE includes at least one unannounced onsite inspection coupled with the review of the required compliance report submittals to the Agency. Larger, more complex sources may receive more than one onsite inspection.



During the first two years of the strategic plan, the Agency has continued to issue operating permits (both original permits and renewed permits) at a rate of approximately 6 per year. This effort is an additional requirement and commitment to EPA to implement this program for the largest sources in our region. Additionally, the Agency has continued to update our delegation requests to implement EPA regulations on their behalf and includes sources subject to these regulations as part of our priority inspection and compliance annual work planning.

This year, we created and shared additional information on our website linked to permit actions with public comment processes, in support of our compliance engagement goals. We developed this new material to provide background information about the public comment process and how comments would be reviewed and processed for final decisions. This information is intended to help potential commenters understand the type of information that an effective comment may include. We plan to evaluate how this is received, with potentially more materials provided in the future.

There are approximately 30 operating permit sources (the larger sources in our area) and approximately 75 synthetic minor sources (sites with enforceable emission limitations to avoid major source program requirements). All air quality compliance work associated with these sources is documented and the activity information is extracted from our database and uploaded to the EPA's database on monthly. The uploaded information is displayed and shared through [EPA's ECHO \(Enforcement & Compliance History Online\) website](#) which displays geographic information and source specific information related to a variety of environmental media topics (air quality, water quality, and more).

### Target

The Agency fully meets its EPA-delegated programs, obligations, and commitments.

### Status

Continued to meet this target (as in previous years) and will continue to follow this goal for compliance work planning in future years.





## Target

The Agency effectively adjusts implementation efforts to address air pollution prevention and public health benefit and new regulatory and scientific information.

## Status

Continued to meet this target through a variety of activities (e.g. asbestos process improvements, compliance engagement, etc.). Annually, work assignments for inspection are adjusted to focus on other source priorities (e.g. sources subject to federal rules delegated to the Agency and other emergent issues) beyond the EPA commitments.



This year, the Agency developed an outreach tool to cooperatively work with city and county permitting departments for asbestos work. This builds on previous efforts that improved our asbestos website and online notification. With the new asbestos notification program online, staff have developed new outreach materials that may be left at a city/county permit desk with a QR code that will bring a contractor to our website directly. This information may also be used by city/county permitting teams on their own websites to integrate this compliance transaction. The hope is that our new online notification program coupled with this easily used link will allow contractors to satisfy the notification transaction more efficiently, if they are ready to complete the transaction. Inspectors will be reaching out to refresh or reestablish this cooperative effort throughout 2025.

## Asbestos Safety: Notify Before You Renovate or Demolish



### Are you performing an Asbestos Renovation or Demolition?

All renovation and demolition work requires notification to the Puget Sound Clean Air Agency. For more information about the notification process and asbestos please scan the QR code below.

#### Instructions:

1. Open your camera app
2. Point the camera at the QR code
3. Hold the phone steady for a few seconds
4. Tap the notification that appears to open the link
5. Your phone's web browser will automatically launch and go to [pscleanair.gov/asbestos](http://pscleanair.gov/asbestos)



[www.pscleanair.gov/asbestos](http://www.pscleanair.gov/asbestos)

# 1.6

## Reduce Harmful Wood Smoke Emissions and Exposure



The Agency is administering a grant through Washington State Department of Ecology funding to promote the removal of older, highly polluting wood stoves. Approved applicants who voluntarily recycle eligible wood burning devices are paid a \$500 cash incentive. This grant has been wildly successful; as of this report, we had expended initial grant funding and requested more. We had broad participation across the four counties, with participation in Kitsap and Snohomish substantially greater than their population share. Since the last report (March 2024) we have scrapped over 850 old stoves across our four counties, resulting in an estimated reduction of 20 tons of harmful  $PM_{2.5}$  emissions each year.

To promote program enrollments, the Agency funded a digital advertising campaign which launched in May 2024 and continued into March 2025. This included advertising on multiple social media platforms, and ads on search tools like Google. Starting in September 2024, we also provided ads and all program materials in Spanish to try to reach more households in their preferred language. There were multiple successful applications submitted through the Spanish enrollment form, and we plan to use enrollment metrics to inform our future program design and promotion.

To address short-term wood smoke pollution, we forecasted for potential burn bans. Although we had colder than average temperatures in January and February, we remained below burn ban thresholds and no burn bans were issued. Weather conditions like still, stagnant air and inversions contribute to poor air quality. Burn bans are intended to reduce residential wood smoke, a significant source of harmful fine particle pollution ( $PM_{2.5}$ ) during these weather episodes.

**STOVE OUT. CASH IN.**  
Get \$500 for recycling your old wood stove.

**Te pagamos por deshacerte de tu estufa de leña.**  
Obtén \$500 al reciclar tu estufa de leña vieja.

Wood Stove Recycling Program ad campaigns in English and Spanish.

This year, we started to evaluate if changes to residential yard waste burning boundaries are warranted based on reasonable availability of other methods to dispose of yard waste (like leaves and brush). This process is part of a state mandate to regularly assess the availability of alternatives to outdoor burning outside the urban growth area. We started our evaluation by comparing availability of alternatives – including access to transfer stations and curbside pickup – as compared to the criteria laid out in the Washington Administrative Code. Next, we will connect with stakeholders to better understand availability of alternatives and any co-benefits and challenges to implementation.

## Target

Communities most impacted by wood smoke achieve the Agency's fine particle pollution health goal each year.

### Status

Our communities most impacted by wood smoke include South End Tacoma, Marysville, and Darrington. All three areas met the Agency's health goal of  $25 \mu\text{g}/\text{m}^3$  (Marysville just barely meets with EPA's rounding convention) for daily  $\text{PM}_{2.5}$  concentrations, which is more protective than the federal daily standard of  $35 \mu\text{g}/\text{m}^3$ . This measurement is based on EPA's daily standard formula with wildfire smoke days removed.





# 1.7

## Reduce Harmful Diesel Emissions and Exposure



Building on our successful [Electric Yard Trucks Program](#), the Agency was awarded a grant through the Federal Diesel Emission Reduction Act (DERA) program in summer 2024. This funding will support four external partners to replace seven diesel-fueled yard trucks with all-electric yard trucks by September 2027. We have started working with partners to replace trucks operating in [overburdened communities](#) in King County, specifically the South Seattle and Tukwila neighborhoods.

Successful completion of this grant will bring the total number of yard trucks electrified through this program to 27. Past and current project partners include BNSF, Seattle Public Utilities, King County Solid Waste, Albertsons, McLane Company, NewCold Logistics, Lineage Logistics, and Alaska Marine Lines. They each have committed to covering the project costs not funded by the grant, and are also partnering to reduce emissions from cargo-handling equipment in our region.

This year, we also participated in the Puget Sound Zero-Emission Truck Collaborative to create the Decarbonizing Drayage Roadmap, expected to be released in spring 2025. The Roadmap is a critical blueprint for cutting harmful emissions, which account for 85% of the cancer risk from air toxics, while also tackling climate pollution. This plan ensures a smooth, equitable transition that protects public health and supports the region's economic and environmental goals.

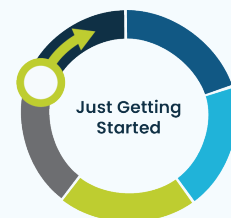
Several of Washington's climate policies also reduce harmful diesel pollution in addition to greenhouse gas emissions. This is important, as diesel fine particles (also known as diesel particulate matter or DPM) contribute over 85% of the potential cancer risk from air pollution in our region. Some of these policies and programs include the Clean Fuel Standard, and Advanced Clean Cars and Advanced Clean Trucks. This year, the Agency advocated with partners to keep these emission-reducing programs going.

### Target

Large-scale regional efforts to deploy electric drayage trucks are underway by 2030.

### Status

We helped promote the Northwest Seaport Alliance's Zero Emission Drayage Incentive Program launched in December 2024. The program offered incentives to cover 50–80% of replacement costs for eligible Class 8 trucks providing cargo-hauling services at cargo terminals in Seattle or Tacoma. We will continue to support regional efforts as informed by the upcoming release of the Decarbonizing Drayage Roadmap.



## Target

At least 50% of diesel-powered yard trucks identified near overburdened communities are replaced with electric yard trucks by 2030.

## Status

With previous and current grants, our Electric Yard Truck program is on track to replace 27 diesel-fueled yard trucks with electric trucks. We are continuing efforts to identify other yard trucks and project partners in our region for action in future years.



Shared by Albertsons Companies as part of their required community outreach



Shared by King County as part of their required community outreach

## Target

All rail operators in the region have implemented projects to replace diesel equipment by 2030, with a focus on zero-emission replacements.

## Status

As we work to identify rail operators in the region for potential projects, we are exploring opportunities to collaborate with some of our partners on locomotive replacements.





# Section Two

Excellence, Innovation, Integrity,  
Leadership, Collaboration,  
Transparency, and Equity & Inclusion



## Section Two – Values in Action

The Agency's core values are shown in the figure below. The objectives in this section describe how we apply these values to achieve our mission.



## 2.1 Attract, Develop, and Inspire Talented Staff that reflect the Diversity of the region and Develop a Culture of Belonging

This year, we continued our enhanced onboarding process to ensure new staff develop an understanding of and appreciation for the work of all departments across the Agency. We also built on our staff-led Wellness Committee, with outside of work events like community and sports gatherings for staff and family members. As of this report, we have started planning for ongoing wellness education and training sessions for staff.

To enhance opportunities for professional development and to optimize learning across departments, our HR team developed an Agency-wide training plan. This plan provides staff with a firm understanding of the Agency's training and professional development philosophy and assists our HR team in understanding the training and development needs of staff. Creating the training plan also allows us to better coordinate development efforts across the Agency.

For recruitment, we continued to follow HR industry best practices for redaction (removal of identifying information on resumes and cover letters) to minimize bias in our hiring and required anti-bias training for all interview teams. To increase knowledge of the Agency and career paths in air quality, we shared job announcements widely across our jurisdiction and in diverse venues to attract new staff representative of our four counties.

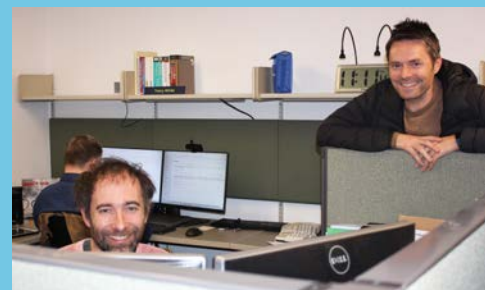
We continued our enhanced staff feedback loop in monthly all-staff meetings through an online tool that allows staff to provide input and share concerns anonymously with either HR, the Wellness Committee, or leadership at their convenience.

### Target

We strive to ensure that the demographic makeup of job applicants in each position matches or is more diverse than the demographics of the Puget Sound region by 2027.

### Status

In this second year, we received 298 applications for open positions. Of these, 227 indicated their race. Of those who indicated their race, 99 or 44% indicated BIPOC (black indigenous and people of color). The demographics of our region are slightly less than 40% BIPOC.



Staff at work

## Target

The Agency retains staff by building and sustaining a culture of inclusion and belonging with emphasis on wellness, anti-racism, and growth through continuous improvement.

### Status

We continued our employee-led wellness committee to create connections and well-being and continued events like our monthly staff meeting with employee recognition, our holiday celebrations, staff intranet profiles, and our annual staff retreat for connection.



Puget Sound Clean Air Agency Staff at annual staff retreat

## Target

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

### Status

All employees have Professional Development included in their planning activities that they discuss with their managers, including access to relevant trainings. The Agency provided several larger trainings with teams this year, including StrengthsFinder, an Equity Workshop series including managing implicit bias, management training, etc. As noted above, the Agency also developed an Agencywide Training Plan this year.





# 2.2

## Develop and Sustain a Culture that Embeds Equity Principles in our Day-to-day Work and Decisions

This year, we continued to include an equity component in each staff planning document that lays out their priorities and work assignments for the year. With an 'embed' approach, this tactic ensures all staff are included and supporting equity goals.

We continued to provide an Equity Workshop Series for staff, Advisory Council and Board members. Our affinity groups concluded their current facilitation this year, and we are evaluating input from participants to inform models for employee resource groups in the future.

Our cross-departmental Environmental Justice Steering Committee (EJSC) met monthly to discuss Focus Topic projects brought forward by staff. Through the EJSC and our expanded approach to environmental justice, we have begun to evolve components of our racial equity toolkit. This includes addressing the four main questions included in the racial equity toolkit as part of each EJSC project discussion. Focusing on these main toolkit questions has improved staff ability to implement the intent of the toolkit.



### Target

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

### Status

We will report out in a future progress report.



# 2.3

## Build and Maintain the Agency's Long-Term Financial Strength and Ensure Accountability

We are on target to deliver the 2026 fiscal budget on time, with components to address fund balances and anticipated projections for future years beyond the current planning year. A greater time horizon can help understand longer-term impacts of decisions, especially important now with the shifts and uncertainty for federal funding streams in the coming years. This year our Finance Department continued to support multiple recurring and competitive state and federal-level grants as well as process payments for our many compliance transactions.

We developed and applied methodology to track our annual investment in overburdened communities for the baseline fiscal year 2024. Because so many of our objectives prioritize actions in overburdened communities, our baseline indicates that we are already meeting the 2027 target, with 55% of our expenditures in overburdened communities. We will finalize a complete fiscal year 25 value based on actuals following the closeout of the 2025 fiscal year.

### Target

The Agency has a balanced and sustainable budget each year.

#### Status

The Board adopted a balanced FY25 budget in June 2024.



### Target

The Agency obtains a clean audit each year.

#### Status

The Agency received a clean, unqualified audit in this reporting period (delivered in March 2025 for FY2024).

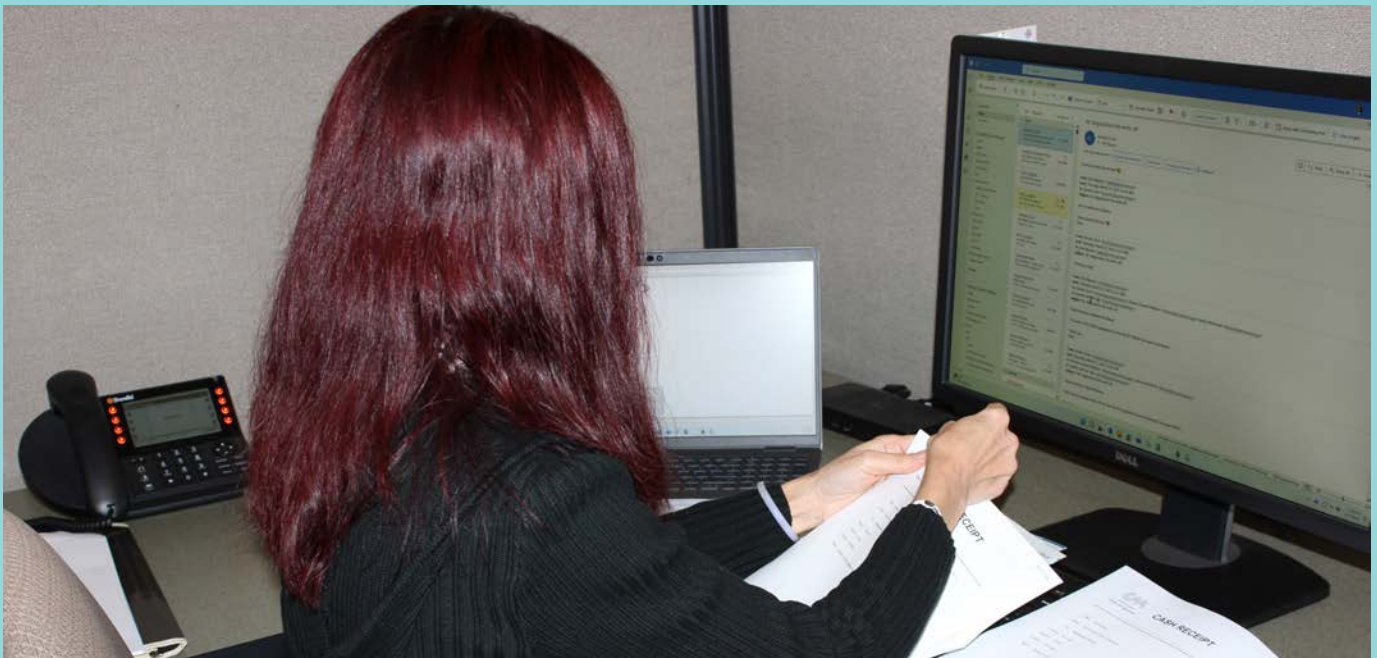


## Target

The Agency maintains sufficient financial reserves each year.

### Status

As part of our budget process, we regularly assess projections and evaluate reserves. They are sufficient.



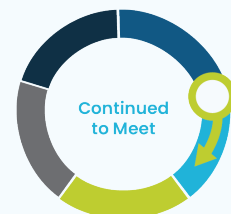
Finance staff at work

## Target

The Agency tracks its annual expenditures starting in fiscal year (FY) 24 and achieves 40% investment of its budget in overburdened communities by FY27.

### Status

As noted above, we developed a methodology to assess our investment and the initial reporting period of fiscal year 2024 our investments in overburdened communities were 55%. The majority of this was staff time conducting air quality activities in overburdened communities.





# 2.4

## Develop and Implement Technology to Succeed

Our Technology Department continued to ensure that software and hardware tools are available to staff to complete their tasks. They also ensured that information is consistently available to the public (for example, through our website), and that we have the tools to communicate with stakeholders (for example, through email and phone service). We are identifying opportunities to transition on-site services to cloud services in relevant areas with a strong business case.

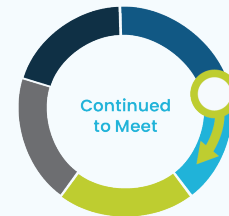
This year, we replaced our aging phone system with a cloud-based Voice over Internet Protocol (VoIP) system that provides more features and greater flexibility to staff. We also continued development on applications that expand our ability to take advantage of on-line credit card payments. We continued designing applications to provide users the ability to translate page text to their language of choice. We have also begun to re-develop our internal customized application, CleanAir, from an internal application to a web accessible application. This shift will increase accessibility and flexibility for staff.

### Target

Technology is available to staff and the public 99% of the time.

#### Status

We had one very brief, limited technology service outage during this reporting period (< .02 % of the time).



### Target

On-site infrastructure is migrated to the cloud to reduce risk and improve functionality by 2028.

#### Status

We are in the process of migrating services to the cloud where possible. We're designing our customized internal applications to be ready for the transition from on-site infrastructure to the cloud.



# 2.5

## Model Environmental Sustainability

We continued to electrify the Agency's relatively small light-duty vehicle fleet with the purchase of three electric vehicles—bringing the total percentage of Agency all-electric zero-emission vehicles to 37%. Plug-in hybrid electric vehicles make up 11%, hybrids make up 47%, and the 5% remaining are conventional gasoline. We also continued to offer staff ORCA passes to encourage use of public transit to commute.

### Target

Continue to be carbon neutral (through reducing emissions and with offset purchases).

#### Status

In September 2024, we purchased offsets that have made the Agency carbon neutral since 2020—a commitment we made in our last strategic plan and continued in our current one. We plan to update Agency carbon estimates every three years and offset our emissions through the life of this strategic plan.



Staff with ORCA pass



Carbon offset certificate from Carbonzero



Our pool electric vehicle, Sparky

### Target

Reduce our need to offset our greenhouse gas (GHG) emissions by 50% (from 2022) by 2030.

#### Status

Our baseline 2022 estimate for our Agency's carbon emissions is 88 metric tons carbon dioxide equivalents (CO<sub>2</sub>e). As noted above, we will monitor our progress every three years, and will continue to seek ways to reduce our carbon footprint.



# Building on Progress: Adapting for the Future

This progress report is one component of our commitment to transparently share our progress and challenges with our communities and stakeholders. As we're still in the early part of the plan, some actions are still very new with time needed to evaluate their effectiveness. We will continue to employ and build upon an Agency-wide culture of continuous improvement to identify opportunities, adapt to changes, and strengthen existing functions that further our vision and mission.

We made great strides in the second year of implementation across objectives: continuing to deliver our on regulatory commitments to EPA (and beyond), completing and communicating multiple air monitoring studies, convening our region's Climate Pollution Reduction Grant (CPRG) planning, removing hundreds of old wood stoves across our region and old diesel yard trucks in overburdened communities, engaging our communities in multiple venues on a range of topics, providing grant support to overburdened communities, and taking strides internally on topics like professional development, wellness committee, connection through staff events and our annual retreat, and evaluating our employee resources groups.

A key adjustment this third year will be adapting to changing federal priorities and budget realities while still delivering on our plan. We're fortunate to be in a state with several strong air quality and climate policies in place – we can leverage these to continue to meaningfully deliver on our plan.







## PLEASE CONTACT US

for questions, concerns,  
and suggestions.

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