

STRATEGIC PLAN

2026-2030



San Diego County
Air Pollution
Control District

CLEAN AIR
FOR ALL



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5-YEAR VISION

This Strategic Plan covers the years 2026-2030. SDAPCD's bold vision for this five-year period includes the following:

- The region will have achieved the 2008 National Ambient Air Quality Standard (NAAQS) for ozone, and will be on track to meet the 2015 ozone NAAQS by 2032;
- SDAPCD will have a plan in place to meet the 2024 NAAQS for fine particulate matter (PM_{2.5}) using approaches that rely on best available science and inclusive public input;
- All facilities in the Air Toxics “Hot Spots” program will have reduced their health risks below the thresholds in SDAPCD Rule 1210;
- We will have implemented Community Emissions Reduction Programs (CERPs) in the Portside and International Border Communities, resulting in significant measurable reductions in air pollution;
- Our permitting, enforcement, emission inventory, air toxics hot spots, and air quality monitoring data will be easily accessible to all stakeholders;
- We will have an expanded and robust network of regional and community-scale air quality monitoring locations;
- We will have solidified our role as a trusted partner on matters related to our mission with government agencies at all levels, including sovereign tribal nations;
- We will be a visible and engaged resource for all communities throughout the region to work together for air quality, public health, and environmental justice.

The Strategic Plan is the road map for how we will strive to achieve this Vision.

EXECUTIVE SUMMARY

The San Diego County Air Pollution Control District (SDAPCD) strives to safeguard air quality and public health in all San Diego communities. Our commitment to achieving **Clean Air for All** provides the foundation for our work to promote effective, equitable solutions centered in science and inclusive of public input, with results enjoyed by all residents.

Since separating from the County of San Diego and transitioning to an independent regional agency in 2021, SDAPCD has renewed its commitment to clean air and a healthy future for all communities, especially those most impacted by air pollution. To further chart our path forward, SDAPCD has developed this inaugural long-term Strategic Plan, which reaffirms the agency's ongoing commitments and outlines new targeted strategies focused on achieving **Clean Air for All** through specific objectives, actionable initiatives, and measurable outcomes.

The Strategic Plan was developed using the robust engagement principles and practices from SDAPCD's Public Participation Plan, ensuring the inclusion of input from communities across San Diego County, regulated entities, partner organizations, and SDAPCD Governing Board members and staff. Our outreach efforts included connecting with community members in places they frequent and trust, ensuring workshops were accessible. All workshops provided grounding on SDAPCD's role, the Strategic Plan's purpose, and facilitated group discussions where participants shared their ideas and priorities. Key questions posed to participants included their vision for SDAPCD, their desired relationship with the agency moving forward, and their top priorities for the air quality program in the next two to five years. This comprehensive engagement process allowed for public input on all aspects of SDAPCD's work.

Themes emerged from our engagement process and the input received, organized around SDAPCD's overarching goals of Air Quality, Public Health, Environmental Justice and Equity, Public Engagement and Transparency, and Operational Excellence. These themes served as guiding principles for developing the objectives and actions proposed in this Strategic Plan, focusing on emission reductions, public health improvements, equitable access to clean air, meaningful public engagement, and operational efficiency. We will annually track and report on key metrics to measure our success and maintain accountability. These metrics will demonstrate the progress and benefits of our actions on those we serve.

It is important to note that Strategic Plan implementation is contingent on adequate financial and staffing resources. Moreover, resource availability may change over time due to varying economic conditions and policy priorities at the local, State and federal levels. Therefore, the strategies herein will be reviewed periodically and prioritized to reflect funding opportunities and challenges. We will provide annual updates that assess progress, report any necessary adjustments, and ensure continued advancement toward our goals.

Equity and environmental justice are at the core of our Strategic Plan. We are committed to prioritizing investments in our communities most affected by air pollution, ensuring that our policies and actions foster fair and just outcomes for all residents. By setting clear goals, implementing effective actions, and fostering public engagement, we aim to achieve our vision of **Clean Air for All** and create a healthier, more sustainable future for all communities. This Strategic Plan is thus a testament to SDAPCD's unwavering commitment to protecting air quality and public health for all San Diego County residents.

ABOUT SDAPCD

OUR VISION, MISSION & GOALS

SDAPCD is a public agency that strives to reduce air pollution within San Diego County. Everyone throughout the region has the right to breathe clean air. SDAPCD upholds this right through its vision of **“Clean Air for All”** and works to achieve this vision by fulfilling its mission to **“Improve Air Quality to Protect Public Health and the Environment”**



In 2022, SDAPCD’s Governing Board adopted the following critical goals to guide the agency in meeting its vision of *Clean Air for All*.

Air Quality

Improve air quality in the region to attain all state and federal air quality standards

Public Health

Promote healthy communities by reducing risks from air toxics emissions that can create adverse health effects

Environmental Justice and Equity

Lift and address the needs of communities most impacted by air pollution by integrating environmental justice and equity across all services we provide

Public Engagement and Transparency

Support informed decision-making and stakeholder confidence by promoting meaningful public engagement and transparency

Operational Excellence

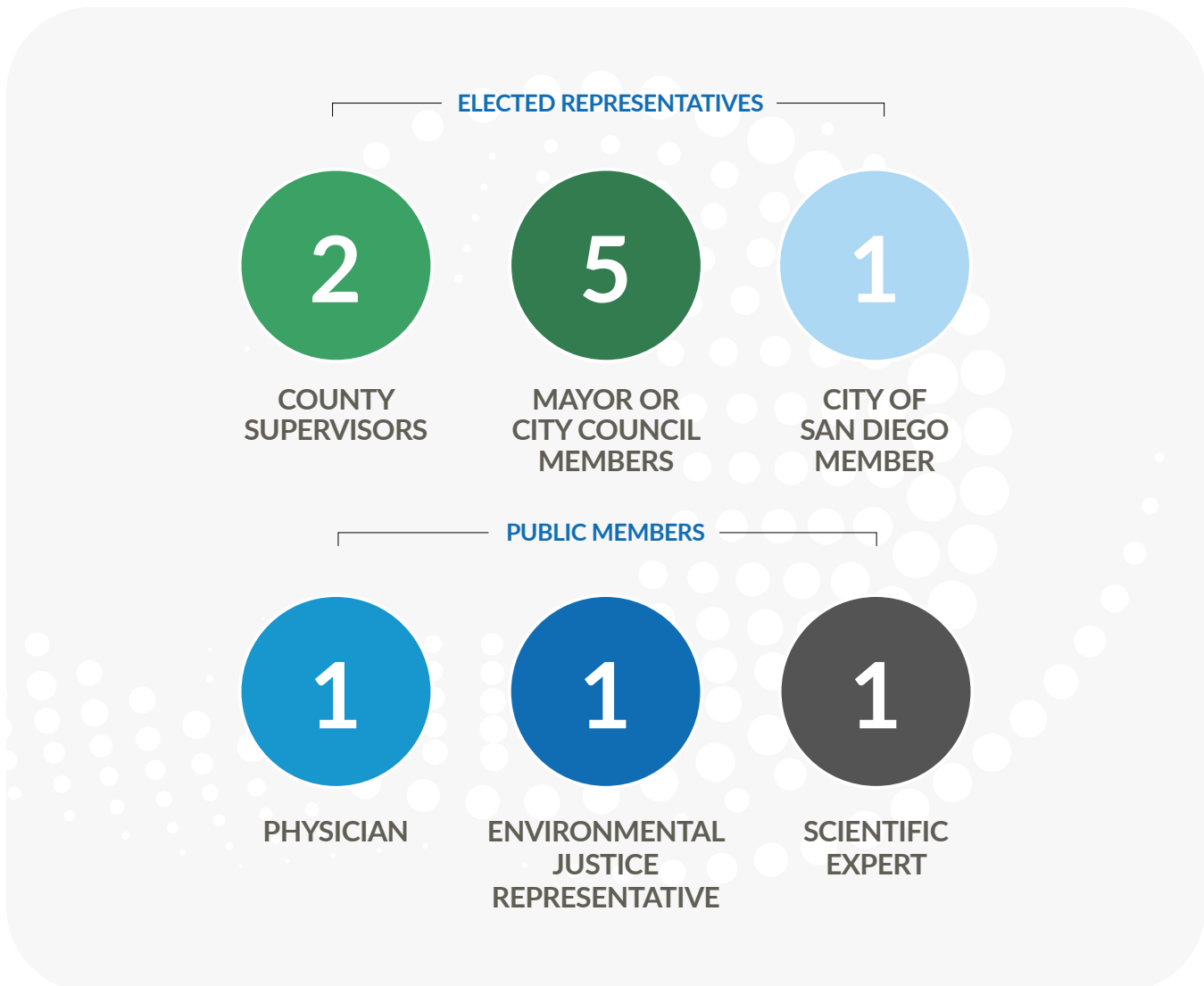
Ensure superior service delivery by providing innovative technology and appropriate resources, supported by resilient processes and controls, to accomplish our mission

OUR GOVERNING BOARD

SDAPCD's Governing Board sets policy direction for the agency and was recently restructured and expanded as required by State law under California Assembly Bill 423 (Gloria, 2019).

Following its formation in 1955, the District was overseen by the 5-member County of San Diego Board of Supervisors, acting as the Air Pollution Control Board. However, as of March 2021, SDAPCD is now guided by an 11-member Governing Board that includes: two County Supervisors; the Mayor or a city council member at-large from the City of San Diego; and one city council member from each of the five supervisorial districts. Additionally, the Board includes three public members: a physician, an environmental justice representative, and a member with scientific background in air pollution.

This diverse membership provides for comprehensive, science-based and balanced decision-making to protect air quality and public health in San Diego County.



OVERVIEW OF OUR WORK & ONGOING EFFORTS

SDAPCD administers a series of fundamental programs collectively focused on improving and maintaining air quality in all communities in the San Diego region. Our comprehensive approach to air quality management begins with the [Monitoring & Technical Services Division](#), which operates air monitoring stations throughout the region to track air quality and identify pollution sources. The insights gained from monitoring inform the [Air Quality Planning](#) and [Rule Development](#) teams, which prepare plans to meet clean air standards, and develop rules to reduce emissions from stationary sources. The [Engineering Division](#) then translates these plans and rules into actions by issuing permits, preparing emission inventories, and implementing the Air Toxics “Hot Spots” Program. The [Compliance Division](#) ensures adherence to air quality regulations through rigorous inspections, enforcement actions, and public education. Additional details related to these critical programs that safeguard and improve air quality across the region are provided below.

AIR MONITORING

- Operates air monitoring stations per State and federal requirements
- Issues air quality forecasts, reports, health advisories and alerts
- Performs air pollutant modeling
- Measures air pollutant emissions

PLANNING & RULES

- Prepares plans to attain and maintain clean air standards throughout the region
- Develops rules to implement those plans and reduce emissions from stationary sources

ENGINEERING

- Issues permits to facilities that emit air pollutants
- Prepares inventories of air pollutant emissions from permitted sources
- Implements a State-mandated Air Toxics “Hot Spots” program to reduce toxic emissions and associated public health risks

COMPLIANCE

- Verifies compliance with federal, State, and local air quality requirements via inspections
- Issues enforcement documents when violations are documented
- Responds to air quality concerns reported by the public
- Provides education on how to comply with air quality requirements

To support these core programs, SDAPCD also administers the following overarching cross-divisional programs that provide program infrastructure and resources across the agency to help accomplish our mission.

ENVIRONMENTAL JUSTICE (EJ)

- Develops strategies to integrate the Environmental Justice Framework in SDAPCD policy, budget development, and priority-setting
- Oversees the implementation of the Community Air Protection Program
- Community outreach and education in EJ communities
- Building partnerships (including Tribal relations) throughout the region (Environmental Justice Partnership)

GRANTS & INCENTIVES

- Allocates grant funding to assist businesses, public agencies, and residents to replace their higher polluting vehicles and equipment with new low or zero-polluting versions

SUPPORT SERVICES

- Prepares the budget per State law
- Processes permit applications and renews Permits to Operate annually
- Prepares and processes invoices
- Manages the California Public Records Act (PRA)
- Administers Information Technology functions
- Maintains the SDAPCD headquarters building

ADMINISTRATIVE FUNCTIONS

- Responsible for SDAPCD Human Resources functions
- Operates all functions associated with the Clerk of the SDAPCD's Governing Board and Hearing Board
- Manages government and public relations
- Implements and maintains workplace safety and employee wellness for SDAPCD staff
- Training and Development

COUNSEL

- Provides legal services to the SDAPCD, including civil advisory and litigation support

Appendix A discusses our ongoing work in more detail, in the context of our overarching goals.

EXISTING PLANS

Appendix B outlines the key existing plans, policies and reports produced and implemented by SDAPCD, which play a crucial role in guiding the agency's operations and program priorities. Each document provides insight into our ongoing efforts to improve air quality and public health and engage with the public, reflecting our commitment to environmental justice and effective, sustainable practices. Many of the goals and actions identified in SDAPCD's existing plans are already underway and are complemented or enhanced by the further actions to be achieved under this Strategic Plan.

Strategic Plan Development



OUTREACH & ENGAGEMENT

To help inform Strategic Plan development, SDAPCD staff developed and implemented an outreach and engagement strategy that incorporated practices from the agency's Public Participation Plan. This strategy included specific engagement guides that were customized to each stakeholder group that provided input into the Strategic Plan. Stakeholders included:

- San Diego County residents/general public
- Community-based organizations
- Government agency partners
- SDAPCD staff
- Environmental Justice communities
- Industry
- Governing Board members

SDAPCD engaged communities throughout the region in a participatory planning process to help inform SDAPCD's inaugural Strategic Plan. SDAPCD partnered with seven community-based organizations (CBOs) to facilitate eight workshops and facilitated two additional workshops at AB 617 Community Steering Committee meetings. Nearly 150 people from Environmental Justice communities participated in 10 Strategic Planning Workshops in 2023 and 2024. SDAPCD also conducted one-on-one interviews with agency partners and members of its Governing Board and held special workshops for industry stakeholders and for its own staff. In addition, staff conducted a virtual public workshop for the general public, conducted outreach via social media, and offered opportunities for the general public to provide input through our website. This approach enabled comprehensive engagement to include input from the public and our staff on all aspects of SDAPCD's work. Appendix C contains a complete list of the outreach conducted.

The following principles and practices from the SDAPCD Public Participation Plan were successfully applied in the outreach and engagement efforts:

- Connecting with community members, especially those most impacted by poor air quality, in places they frequent and trust (typically at pre-existing community meetings or spaces in partnership with CBOs); and
- Ensuring workshops were accessible in terms of time of day and language access.

All workshops provided information on SDAPCD's role; description of a strategic plan and why SDAPCD is developing one; and a group discussion where participants were able to share their ideas and priorities. Appendix B provides a list of these workshops, where participants were asked three key questions:

- What is your vision for SDAPCD?
- What relationship would you like to have with SDAPCD moving forward?
- If you could pick one priority for SDAPCD to focus on in the next two to five years, what would that be?

The conversations from these questions were documented and used to help inform the Strategic Plan development. The resulting objectives and actions stem from guiding themes that emerged from the input received during the engagement phase, which align with SDAPCD's overarching goals. At the core of every objective are the needs that were elevated by the communities we serve, the organizations we partner with, the entities we regulate, the SDAPCD's Governing Board, and the workforce that makes up SDAPCD's team.

THEMES FROM STAKEHOLDER INPUT

Throughout our engagement process, SDAPCD received input from diverse groups of stakeholders and collaborators. From this input, themes emerged that were then organized around SDAPCD's overarching goals of Air Quality, Public Health, Environmental Justice and Equity, Public Engagement and Transparency, and Operational Excellence. The following shows the themes that emerged and served as guiding principles for developing the objectives and actions proposed in this Strategic Plan:

1. AIR QUALITY

- a. **Emission Reduction and Air Quality Enhancement:** Commitment to reducing emissions, improving air quality and public health outcomes, implementing projects, developing or updating rules, and increasing inspections to address pollution, particularly in hot spots, border regions, and communities of concern.
- b. **Strategies for Emission Reduction and Community Involvement:** Proposing innovative strategies for emission reduction, exploring financing mechanisms, and actively involving communities, with an emphasis on clear targets and timelines.
- c. **Increase Community Monitoring and Data Access:** Increase air quality monitoring across San Diego County and share data from both sides of the border, prioritizing Environmental Justice communities, and expand the Air Quality Index (AQI) information system in Environmental Justice communities.
- d. **Measuring Progress:** Collect and share data that clearly communicates how emission reductions and public health outcomes are linked to actions to improve air quality in order to determine what may be working and what needs more effort.

2. PUBLIC HEALTH

- a. **SDAPCD's Role in Environmental Justice and Public Health:** Recognition of SDAPCD's pivotal role in addressing environmental justice concerns, promoting public health, and using its positionality to advance change.
- b. **Direct Community Incentives:** Focus current incentive funding and future grant awards on programs that provide direct and immediate multi-benefits (i.e., urban greening, solar panels and weatherization, ZE passenger vehicles, home electrification, free ZE shuttles, e-bikes, etc.) to the communities most impacted from air pollution.
- c. **Expand Air Filters Program:** Expand the availability of air filtration systems in multi-family homes, public buildings, and schools in Environmental Justice communities.
- d. **Develop Strategies for Issues Outside of Normal Purview:** Determine actions that SDAPCD can take to help address issues that may be outside of their direct regulatory authority such as climate change, indoor air quality (i.e., appliances, wood burning, etc.), and bi-national environmental concerns (Tijuana River Valley sewage, cross-border pollution) to improve public health.

3. ENVIRONMENTAL JUSTICE & EQUITY

- a. **Equitable Access and Prioritization:** Commitment to ensuring equitable access to clean air as a universal right, with a focus on prioritizing resources to improve air quality of those most impacted by air pollution while still being able to anticipate and address long-term challenges.
- b. **Be an Ally:** Be an ally and support to communities facing environmental injustices by providing supporting air quality data and participating in policy and planning discussions regarding land-use and transportation.
- c. **Integrate Environmental Justice Framework:** Integrate environmental justice framework and approach in all SDAPCD Divisions' operations by ensuring that guidelines, practices, budgets, and timelines support its integration.
- d. **Community Emissions Reduction Program (CERP) Implementation:** Ensure the resources and staff capacity to fully implement the CERP and have measurable emission reductions and public health outcomes.

4. PUBLIC ENGAGEMENT & TRANSPARENCY

- a. **Build Relationships:** Prioritizing positive stakeholder engagement, building relationships with Environmental Justice communities, industry, regional partners, and community groups to build trust, transparency, and support for initiatives that improve air quality.
- b. **Connect with Communities via Media:** Utilize social media, radio, television in the languages spoken by communities facing environmental injustices to inform the community about who SDAPCD is and what they do, air quality issues, and daily air quality forecast (i.e., paired with daily weather forecast).
- c. **Conduct Public Education and Outreach:** Develop materials and conduct outreach (i.e., workshops, forums, events, trainings, etc.) to make SDAPCD a household name, bringing public awareness to air quality issues, and the impacts of air pollution on public health. Additionally, serve as a trusted source to the community in accessing information, resources, and services for air quality and public health concerns that may not be directly connected to SDAPCD's jurisdiction (i.e., asthma prevention, mitigate freeway traffic, mold in rental units, and second-hand smoke exposure in multi-family housing, etc.).
- d. **Increase Meaningful Public Engagement:** Provide opportunities for public engagement to meaningfully involve stakeholders (i.e., industry, Environmental Justice communities, public agencies, etc.) in helping SDAPCD's decision-making (i.e., rules, policies, plans, budget, etc.) that reinforces the District's commitment to its overarching mission "to improve air quality to protect public health and the environment."
- e. **Recognize Progress and Challenges:** Acknowledgment of progress made by industry in emission reduction efforts as well as the challenges associated with continued tightening of emission standards. Additionally, acknowledge challenges in managing air quality, including regulatory complexities and political dynamics, with an optimistic view of opportunities for improvement.

- f. **Increase Governmental Engagement and Collaboration:** Greater participation and collaboration with federal, State, regional, County, City, bi-national, and Tribal Governments to leverage resources, relationships, grant opportunities, community outreach, and advance similar goals, and influence policies and plans to improve air quality and public health outcomes.
- g. **Partner with Sovereign Tribal Nations:** Cultivate relationships and work in partnership with Sovereign Tribal Nations through a government-to-government relationship.

5. OPERATIONAL EXCELLENCE

- a. **Agency Effectiveness and Community Impact:** Vision for the SDAPCD to be a preeminent and effective agency, making a visible impact on community well-being.
- b. **Diversity and Inclusion:** Support and maintain a diverse and inclusive team.
- c. **Facilities and Equipment:** Modernization of facilities and equipment, capitalizing on opportunities for technological advancement and sustainability.
- d. **Organizational Independence:** Continue to create organizational independence of SDAPCD from the county (i.e., financial, procurement, etc.) and cultivate a public identity as an independent special district.
- e. **Employee Training and Resources:** Continued improvement and employee support through training and updated resources (i.e., standardized training programs, cross-training between divisions, etc.).
- f. **Budget and Resources:** Leverage state and federal funding opportunities to increase budget for resources and hiring of new staff to improve services and efficiencies in order to successfully implement agency requirements, advance regional clean air and climate goals, and advance SDAPCD goals and priorities.
- g. **Streamlining Operations and Services:** Facilitate improved communication channels, increase transparency, and optimize permit application, emission inventory, and invoicing procedures using new technologies and updating operational systems (i.e., centralization of documents).

FOUR C's

To help inform development of this plan and the scope and timing of its measures, staff conducted a comprehensive review of the following criteria or “Four C’s”:

Capabilities

Assess whether the SDAPCD team has the necessary skills and knowledge to carry out the proposed actions successfully.

Capacity

Determine if SDAPCD has resources, materials, people power to carry out the proposed actions successfully.

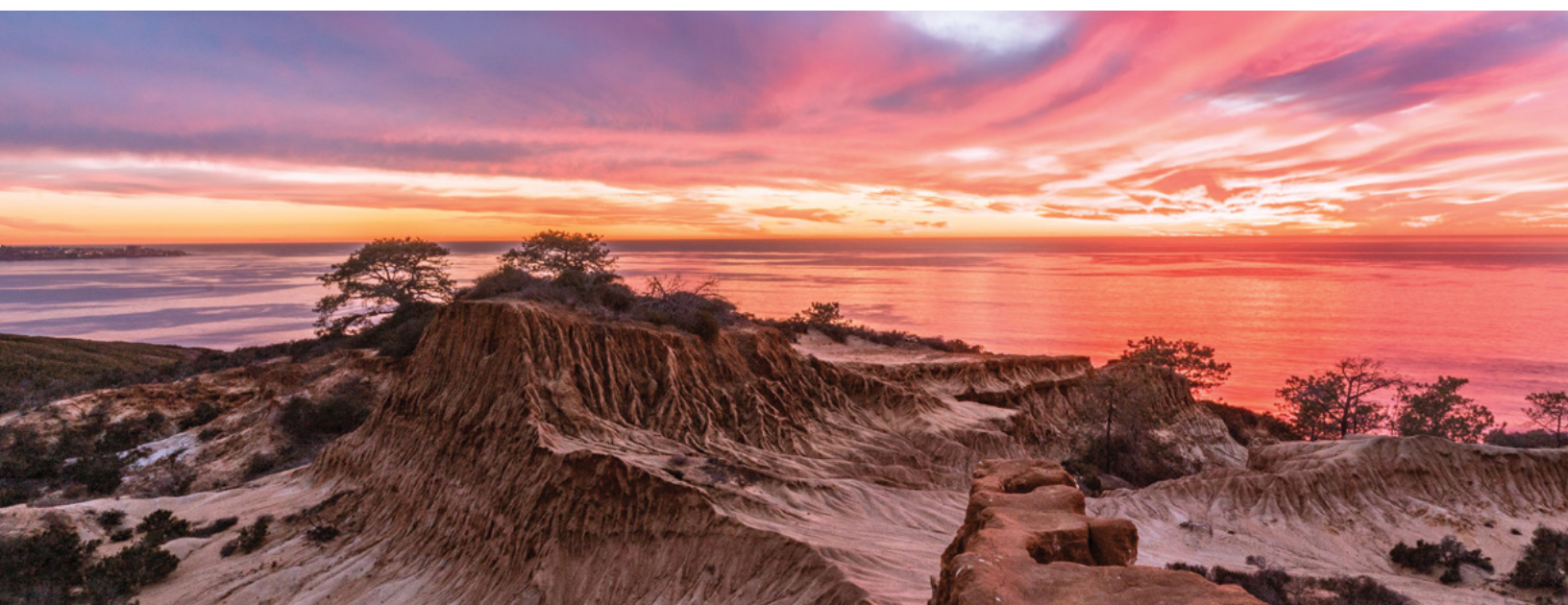
Culture

Evaluate if SDAPCD fosters a culture that supports and implements the proposed actions.

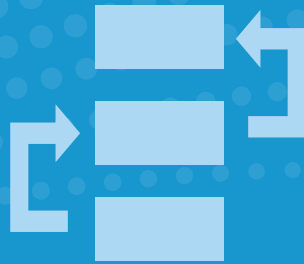
Constraints

Identify the constraints and challenges SDAPCD might encounter while implementing the actions outlined in this plan.

Staff will update and reassess these criteria as we develop specific action and resource plans to stay on track and achieve the plan’s objectives.



Strategic Goals, Objectives, & Actions



AIR QUALITY

Improve air quality in the region to attain all State and federal air quality standards.

SDAPCD is committed to enhancing the quality of life for residents and visitors by implementing programs to reduce emissions and improve air quality, and by measuring and tracking our progress towards clear air standards.

Ongoing Programs: SDAPCD dedicates much of its resources to a wide range of ongoing programs and activities to support this goal as it is fundamental to achieving the agency's Mission of improving air quality to protect public health and the environment. The key ongoing programs and activities are listed below and described in Appendix A:

- Regional Air Quality Monitoring Network
- Neighborhood-Scale Air Monitoring
- Regional Air Quality Planning
- Community Emission Reduction Plans and Community Air Monitoring Plans
- Rule Development
- Mobile Source Enforcement Program
- Incentives Program
- Permitting
- Stationary Source Enforcement Program
- CEQA Review

New Objectives and Actions: SDAPCD is committed to continue these existing programs and complement or enhance them with the following strategic objectives and actions that staff will implement over the next five years to further advance the goal of air quality, especially in over-burdened communities. Appendix D outlines the timelines and metrics indicating more specifically when and how these further efforts are to be accomplished.

OBJECTIVES	ACTIONS
AQ1 – Expand air quality monitoring in Environmental Justice (EJ) communities.	Engage EJ communities to identify additional monitoring needs. Identify resources and funding opportunities for a network of sensor-based air quality monitors in EJ communities. Engage EJ communities for input on best placement of air quality sensors. Meet with landowners and agencies to establish necessary agreements for monitor installation. Procure equipment and instruments. Install sensor-based monitors and develop education program to share data with community.
AQ2 – Expand regional air quality monitoring network.	Identify potentially suitable locations for new monitoring sites. Meet with landowners and agency partners to establish necessary agreements for monitor installation. Procure necessary equipment, shelters, and instruments. Setup shelters and instruments. Incorporate new location(s) into data collection system.
AQ3 – Develop mobile monitoring resources for Hydrogen Sulfide (H2S).	Modify monitoring vehicle to support mobile H2S monitoring capability. Procure necessary equipment and instruments.
AQ4 – Reduce fine particulate matter (PM2.5) in the region and demonstrate attainment with federal NAAQS.	Establish baseline PM2.5 levels, including cross-border emissions, to determine if the region meets standard. Identify highest priority sources of PM2.5 in the region. Proceed with rulemaking for highest priority sources. Evaluate current and possible new PM control actions to identify options for enhanced effectiveness. Create plan for attainment, including any required environmental and economic analyses.
AQ5 – Reduce ozone in the region to attain federal ozone standards.	Continue feasibility assessment of strategies identified in RAQS and proceed with rulemaking for highest priority sources. Evaluate status of control actions in current federal ozone attainment plan. Coordinate with California Air Resources Board (CARB) and the U. S. Environmental Protection Agency (EPA) on ozone attainment designation and determine if revisions to attainment plan are needed.

PUBLIC HEALTH

Promote healthy communities by reducing risks from air toxics emissions that can create adverse health effects.

SDAPCD is dedicated to promoting healthy communities through programs that reduce emissions of toxic air contaminants and their associated health risks.

Ongoing Programs: SDAPCD is actively engaged in various actions to support this goal, ultimately reducing the burden of air pollution-related health issues in Environmental Justice communities and other communities throughout the region. The key ongoing programs and activities are listed below and described in Appendix A.

- Air Toxics “Hot Spots” Program
- SDAPCD Rule 1210
- Permitting
- Compliance Inspections
- Mobile Source Enforcement Program
- Asbestos Program
- Incentives Program
- Community Emission Reduction Plans (CERPs)
- 24/7 Complaint Program
- CEQA Compliance

New Objectives and Actions: SDAPCD is committed to continue these programs and complement or enhance them with the following strategic objectives and actions to further advance the goal of public health and help ensure all communities enjoy cleaner air for generations to come. Appendix D outlines the timelines and metrics indicating more specifically when and how these further efforts are to be accomplished.

OBJECTIVES	ACTIONS
PH1 – Evaluate air quality complaint trends and develop solutions to address identified gaps, aiming to improve air quality and enhance public health outcomes.	Review prior 5 years of complaint data to identify trends. Conduct outreach in Environmental Justice and other communities. Identify root causes of significant complaint issues and develop action plans to address. Implement and evaluate action plans.
PH2 – Identify and implement strategies to reduce air toxics emissions and associated health risks from stationary sources regulated by SDAPCD.	Maintain a comprehensive inventory of air toxic emissions and associated health risks from all stationary sources regulated by SDAPCD. Identify the priority pollutants and their major sources, as well as impacted communities. Engage with community residents, industry representatives, public health officials, other regulatory agencies, and other stakeholders to discuss inventory and emissions reduction strategies. Advocate for CARB research into emission reductions strategies for sources as needed. Evaluate existing regulations and identify opportunities to further reduce emissions and associated health risks. Identify legislative opportunities to address air toxic emissions and health risks and incorporate in SDAPCD Legislative Program.
PH3 – Seek opportunities to mitigate cumulative air quality impacts in Environmental Justice communities.	Seek opportunities through CEQA to protect Environmental Justice communities from cumulative impacts. Evaluate and pursue regulatory opportunities to minimize cumulative impacts. Add guidelines to SDAPCD Legislative Program to facilitate support of legislative changes to address cumulative impacts.
PH4 – Expand the portable in-home air monitor and purifier program beyond the Portside community.	Assess best practices based on the Portside Air Quality Improvement and Relief (PAIR) Program and the Air Improvement Relief Effort (AIRE). Identify resource needs and apply for funding opportunities as needed. Coordinate expansion with Community-Based Organizations (CBOs). Advocate with CARB to update incentive requirements under the Community Air Protection Program (CAPP) to better align with the needs of the region. Consider expansion of the program under Supplemental Environmental Projects (SEP). Develop and administer a program region-wide in environmental justice communities in partnership with CBOs to distribute indoor air purifiers and provide info about indoor air quality.

OBJECTIVES	ACTIONS
PH5 – Coordinate with academia and public health experts to explore research opportunities to quantify the benefits of in-home air purifiers in improving health outcomes.	Identify and engage with partner agencies in academia and public health. Identify resource needs and funding opportunities. Coordinate with research partners to develop project parameters. Engage with CBOs and program participants to build study population. Coordinate with research partners to publish study results.
PH6 – Provide incentives directly to communities and residents most impacted by air pollution.	Engage with Environmental Justice communities to evaluate direct incentive opportunities, such as e-bikes, tree planting, home appliances, etc. Enhance/expand existing direct incentive programs, such as Clean Cars 4 All and PAIR. Expand outreach to increase awareness of all programs available, including those from partner agencies, by developing accessible education materials in multiple languages. Provide data to agency and academic partners, and the public.
PH7 – Enhance the SDAPCD Incident Response Plan to support a rapid, coordinated, and effective response to air quality emergencies, safeguarding public health and environmental quality.	Conduct a gap analysis to identify areas for improvement, particularly in communication protocols, resource allocation, and interagency coordination. Refine response procedures to establish SDAPCD roles and responsibilities in addressing specific air quality emergencies such as wildfire smoke and hazardous material releases, or cross-border pollution events and enhance protocols for public communication, including issuing timely alerts and updates. Strengthen interagency collaboration by considering Memorandums of Understanding (MOUs) with local, State, and federal agencies, including public health and emergency services, to clarify roles and responsibilities during incidents. Incorporate advanced technology and data tools to enhance monitoring capabilities by integrating real-time air quality data and mapping tools into the response plan.

ENVIRONMENTAL JUSTICE & EQUITY

Lift and address the needs of communities most impacted by air pollution by integrating environmental justice and equity across all services we provide.

While the San Diego region as a whole has experienced improved air quality over the last several decades, some communities still experience disproportionate impacts from air pollution. For this reason, SDAPCD is committed to advancing environmental justice and equity to ensure that we reach our vision of Clean Air for All. This commitment starts at the top, with our Governing Board adopting SDAPCD's [Equity Statement](#), which recognizes that achieving Clean Air for All requires addressing inequities created by environmental injustices in communities that have been disproportionately burdened by air pollution due to systemic racism, discriminatory government policies, lack of engagement, and poor access to information and to the decision-making process.

Ongoing Programs: We work to uphold the Equity Statement by creating and implementing policies that integrate environmental justice throughout the agency and by working closely with communities most impacted by air pollution to address air quality challenges in a collaborative way. The ongoing programs and activities that guide our work and commitment to environmental justice and equity are listed below and described in Appendix A:

- Environmental Justice Framework
- Community Air Protection Program
- Community Emission Reduction Plans
- Community Air Monitoring Plans
- Incentives Program
- Environmental Justice Partnership
- Increased Inspection Frequency
- Community Outreach and Education Program

New Objectives and Actions: In addition to the other objectives presented in this plan, which inherently integrate environmental justice considerations, we have outlined further objectives to deepen our impact and advance the goal of environmental justice and equity. The table below lists the additional objectives and actions that we will implement over the next five years. Appendix D outlines the timelines and metrics indicating more specifically when and how these further efforts are to be accomplished.

OBJECTIVES	ACTIONS
EJ1 – Serve as a resource to our community and government partners in the evaluation and development of projects and policies that prioritize improvements for communities most impacted by air pollution.	Track and participate in regional planning and policymaking regarding transportation and land-use projects with significant effects on air quality. Support community advocacy for sustainable and equitable transportation and land-use policies and plans by providing meaningful, accessible, and easily understandable air quality and public health data and analysis.
EJ2 – Continue to integrate environmental justice principles and practices into all SDAPCD operations, policies, procedures.	Research best practices related to SDAPCD work, enhance understanding of technical program requirements, and provide guidance to integrate environmental justice principles, practice, and analysis into SDAPCD work and outcomes. Develop EJ toolkit for SDAPCD Divisions to track progress and identify opportunities for enhancement of environmental justice focus. Integrate environmental justice principles and practices into all SDAPCD processes, analysis, and guidelines (i.e., rule development, permitting, budgeting, incentives, etc.).
EJ3 – Integrate needs and priorities from environmental justice communities into SDAPCD rule making processes.	Review the list of current and proposed rule updates and development, including those from CERPs, and prioritize according to emission reduction, public health, and community identified benefits. Conduct public engagement related to Rule Development priorities and timeline. Develop staff guidance and checklists to ensure environmental justice is incorporated in rule development decisions.
EJ4 – Establish public agency regional working group to advance environmental justice.	Develop a staff and agency contact list for the regional EJ working group. Collaborate with agency partners to identify an appropriate agency to set up structure and frequency of meetings, or identify existing efforts that could support this work.
EJ5 – Enhance transparency and accessibility of the implementation of strategies under the Community Emission Reduction Plans.	Work with CARB staff to develop a CERP implementation dashboard. Update dashboard on a bi-annual basis.

PUBLIC ENGAGEMENT & TRANSPARENCY

Support informed decision-making and stakeholder confidence by promoting meaningful public engagement and transparency.

SDAPCD is committed to fostering public engagement and transparency principles that are also central to environmental justice and equity. Informed and collaborative decision-making is essential to fulfill our vision of Clean Air for All.

Ongoing Programs: Over the past few years, SDAPCD has adopted and put into practice ongoing communication, outreach, and engagement approaches to help us reach and engage the public we serve and share information in a transparent and accessible manner. Key examples are listed below and described in Appendix A.

- [Public Participation Plan](#)
- [Language Access Policy](#)
- Community Steering Committees (CSCs)
- Community and Digital Outreach
- Partnerships with Community-based Organization (CBOs)
- Public Workshops
- Mapping tools and datasets
 - [SDAPCD Air Toxic “Hot Spots” Mapping Tool](#)
 - [SDAPCD Document Library](#)
 - [Facility Emissions Reports](#)
 - [Calculation Procedures](#)
 - [Public Notices](#)
 - [Air Quality Complaints Data](#)
 - [Supplemental Environmental Projects](#)
 - [Compliance Advisories](#)

New Objectives and Actions: SDAPCD is committed to continue all of these efforts and enhance our commitment to public engagement and transparency. The table below lists additional objectives and actions that SDAPCD will implement over the next five years in pursuit of this goal. Appendix D outlines the timelines and metrics indicating more specifically when and how these further efforts are to be accomplished.

OBJECTIVES	ACTIONS
PE1 – Expand SDAPCD’s visibility across San Diego County, increasing transparency and fostering stronger relationships with the community and public partners.	Organize and participate in local events, workshops, and town hall meetings to engage directly with residents and stakeholders. Develop a robust communications strategy to share real-time air quality updates, educational content, success stories, and SDAPCD initiatives. Develop educational materials and programs for schools and community groups to raise awareness about air quality issues and the role of SDAPCD. Launch targeted public awareness campaigns focusing on the importance of air quality and how individuals can help. Expand relationships with local media outlets to ensure consistent and accurate coverage of SDAPCD activities and air quality issues. Expand relationships with public health officials, organizations and researchers to promote better understanding of SDAPCD air quality data and its role in public health promotion. Use surveys and other tools to track public engagement by region.
PE2 – Increase communication and partnerships with local government agencies and legislators.	Develop and conduct SDAPCD tours to inform other agencies, municipalities, elected officials, and other entities about air quality issues. Take an active role in participating in relevant agency workgroups and committees to expand SDAPCD reach and influence. Ensure annual Legislative Program reflects breadth of SDAPCD goals. Coordinate efforts in preparation for and during air quality incidents.
PE3 – Extend the reach of the SDAPCD’s Clean Air for All Achievement Award Program to enhance its visibility and impact.	Develop a comprehensive marketing and outreach strategy to promote the award program through social media, press releases, newsletters, and targeted advertisements. Collaborate with industry leaders, environmental organizations, local businesses, and community groups to raise awareness about the award program and encourage nominations. Utilize various communication channels to share success stories of past award winners, highlighting their innovative approaches and positive impact on air quality. Expand outreach with small businesses to highlight successes and promote engagement with SDAPCD programs.

OBJECTIVES	ACTIONS
PE4 – Enhance the dissemination and accessibility of Air Quality Index (AQI) information.	Develop a comprehensive communication strategy that includes real-time updates and interactive mapping tools. Post updates on social media, featuring graphics that reflect the AQI map segmented by San Diego County regions, ensuring timely and visually engaging communication with the community. Expand visibility of PM2.5 data from Tijuana. Sponsor School Flag Program
PE5 – Enhance mapping tools and datasets to facilitate informed decision-making and promote meaningful public engagement.	Engage stakeholders and conduct needs assessment to identify priorities for website data expansion and mapping Identify technical requirements and resource needs. Develop, pilot test, and adopt solutions. Advocate for CARB to update CalEnviroScreen data.
PE6 – Incorporate available tools to estimate public health and Greenhouse Gas (GHG) co-benefits from incentives and rule development programs.	Research tools and techniques and best practices to support analysis of public health and GHG co-benefits associated with emission reductions. Collaborate with local public health officials, organizations and researchers to obtain and track public health indicators. Train staff and begin to use in rule development and incentive project analysis.
PE7 – Develop a youth-based air quality education program.	Develop a youth-based air quality education curriculum and launch a school-based program in Environmental Justice communities. Promote the kids calendar contest in at least one elementary school in every identified Environmental Justice community.
PE8 – Enhance outreach efforts related to the SDAPCD’s complaint program.	Develop popular education materials and disseminate at community outreach events with a focus in Environmental Justice communities. Provide posters at key facilities. Leverage social media platforms more effectively to highlight the complaint program.

OBJECTIVES	ACTIONS
PE9 – Ensure community members are meaningfully engaged in shaping SDAPCD decisions that impact air quality, including budget, monitoring, planning, rulemaking, and permitting.	Conduct internal workshops for key staff involved in community engagement. Evaluate capacity and effectiveness of community outreach and engagement activities in each division. Ensure information is communicated in a way that is accessible to the public. Identify opportunities to coordinate community engagement with existing outreach and education program. Enhance outreach to small businesses and newly regulated sources to promote engagement on rulemaking activities that may impact their operations.
PE10 – Develop relationships with Sovereign Tribal Nations and seek opportunities for partnerships.	Work with the County of San Diego Indigenous liaison to engage with local Tribal Nations. Provide learning opportunities to key staff to learn about local tribal history, culture, and governance structures. Establish government-to-government communication with the Sovereign Tribal Nations to better understand how they are impacted by air pollution and opportunities for partnership. Invite local tribal representatives to SDAPCD Governing Board meetings, and/or attend tribal meetings as an introduction to SDAPCD programs and resources.

OPERATIONAL EXCELLENCE

Ensure superior service delivery by providing innovative technology and appropriate resources, supported by resilient processes and controls, to accomplish our mission.

SDAPCD consistently strives to gain insight into its operations and improve upon the way it pursues its mission by being more accessible, responsive, efficient, and equitable as outlined below.

Ongoing Programs: The work of every one of our over 170 employees is vital to accomplish our goal of operational excellence. Specifically, there are multiple operational support teams, which are listed below and described in Appendix A, that provide the foundation for SDAPCD to conduct its work and accomplish its mission.

Administrative Services Division

- [Clerk of the Board](#)
- Government and Public Relations
- Human Resources

Business Support Services Division

- Accounting
- Administrative Services
- [Budget/Fiscal](#)
- Information Technology
- Permit Processing

New Objectives and Actions: Through this ongoing work and our newly planned efforts, SDAPCD remains committed to achieving excellence in pursuit of our vision of Clean Air for All. SDAPCD will also pursue the following strategic objectives and actions that staff will implement over the next five years to further advance the goal of operational excellence. Appendix D outlines the timelines and metrics indicating more specifically when and how these further efforts are to be accomplished.

OBJECTIVES	ACTIONS
OE1 – Evaluate and enhance SDAPCD’s Diversity, Equity, and Inclusion (DEI) program to promote a culture of inclusivity, equitable opportunities, and respect for diversity across all levels of the organization.	Conduct employee surveys to determine baseline knowledge. Further promote existing DEI resources with SDAPCD staff and supervisors. Evaluate recruitment outreach opportunities to ensure diverse candidate pool.
OE2 – Enhance employee engagement by continuing to foster a collaborative environment where employees feel involved, informed about operational goals, participate in decision-making, and are aware of upcoming initiatives.	Develop surveys to assess employee engagement and gather suggestions for fostering a more collaborative environment. Organize focus groups with employees from various sections to discuss experiences, gather insights, and explore ideas for enhancing collaboration and involvement. Expand training programs focused on collaboration, effective communication, and leadership skills to empower managers and employees to create a more engaging work environment.
OE3 – Enhance and implement consistent processes and procedures across the organization to ensure efficiency, standardization, and quality in all operations.	Perform a comprehensive audit of current processes and procedures to identify inconsistencies, redundancies, and areas for improvement. Establish a cross-functional team responsible for developing and overseeing the implementation of standardized processes and procedures. Obtain feedback from external stakeholders, such as permit holders, in development of relevant processes and procedures. Develop training programs to educate employees on the new processes and procedures. Utilize a centralized document management system to store, manage, and share the processes and procedures. Establish a schedule for the regular review and updating of processes and procedures to ensure they remain relevant and effective.

OBJECTIVES	ACTIONS
OE4 – Secure sustainable long-term funding for programs without an identified funding stream.	Work with programs to identify existing and projected long-term resource gaps, including detailed information on costs associated with program activities. Research and compile a list of potential funding sources, including grants, fees, and local, State, and federal revenues, including per capita fees and DMV fees. Assess eligibility criteria for each funding source to determine alignment with existing gaps. Schedule meetings with representatives from CARB and other relevant jurisdictions to discuss funding needs and potential support. Maintain an ongoing evaluation of existing fees to pursue effective cost recovery of costs with each year's budget. Create a comprehensive long-term funding strategy outlining potential sources, application timelines, and required documentation.
OE5 – Evaluate opportunities to enhance website functionality and user experience.	Conduct survey to obtain feedback from employees and a diverse group of stakeholders. Identify existing gaps, resource needs, and outline goals and objectives for website update, focusing on enhanced functionality and user experience. Complete website redesign and development, and content migration. Conduct testing and quality assurance, including outreach to staff and stakeholders to assess improved user experience.
OE6 – Expand online services available to customers, such as online applications and application checklists, payments, and customer records management.	Evaluate and document existing processes and identify areas that can be enhanced/streamlined for online transactions. Identify and document technology needs in coordination with program staff. Test, document and implement new processes. Conduct customer outreach and education.
OE7 – Evaluate opportunities to enhance the office workspaces at SDAPCD headquarters by transitioning to modern amenities and renewable energy sources.	Engage employees to identify facility needs and potential building enhancements, including renewable energy sources. Engage with County General Services partners to determine cost-effective options, including long-term return on investment in existing facility compared to a new location to better address organizational and stakeholder needs. Secure funding to facilitate implementation of necessary changes.

OBJECTIVES	ACTIONS
OE8 – Maintain and upgrade core IT programs and system infrastructure.	Leverage partnership with County of San Diego and their IT contractor(s) to ensure SDAPCD systems are supported with reliable and effective data management solutions. Evaluate Countywide initiatives for their impact on SDAPCD programs. Conduct feasibility assessment for potential alternative solutions, including artificial intelligence technologies, and obtain cost and time estimates. Engage stakeholders to develop and refine system requirements. Conduct pilot testing and user training prior to adoption.
OE9 – Enhance the SDAPCD training program to augment team members' professional skills, regulatory knowledge, and job performance.	Survey supervisors and employees to identify additional training needs. Define training objectives and identify resources required to implement. Develop curriculum. Implement and obtain feedback from staff. Engage with stakeholders to determine the information and/or parameters that can be included into the system that can benefit users. Develop system requirements. Explore solutions, and obtain cost and time estimates. Conduct pilot testing and user training prior to adoption.
OE10 – Streamline the health risk assessment process required under permitting actions to improve efficiency in evaluating potential health impacts associated with air emissions.	Evaluate opportunities to create screening tools to streamline the process in conducting a health risk assessment. Develop enhanced screening tools. Conduct testing, document procedures, and initiate staff training prior to implementation.

TRACKING OUR PROGRESS

To ensure continued success, this Strategic Plan outlines actions with specific milestones and estimated timelines to achieve our objectives. By clearly defining these steps, we can ensure that the objectives are met systematically and efficiently. Additionally, the plan specifies metrics to ensure that we can quantitatively assess our progress. Following adoption of the Strategic Plan, SDAPCD staff will develop detailed work plans that identify the specific steps, resources, and staffing needed to achieve the actions within the specified timelines. The annual budget process will be used accordingly to identify resource gaps and develop funding strategies to address those gaps.

To hold ourselves accountable, we will track and report on these metrics for each objective, demonstrating both our progress and the benefits of the actions taken. These metrics will highlight how our programs and services are contributing to the communities we serve and enable us to evaluate the effectiveness of the implemented actions. This detailed tracking will provide a clear picture of SDAPCD's contributions to the communities it serves and areas that may require improvement.

While tracking our progress towards meeting the objectives, we will continue to use the structure employed in the development of this plan. This involves development of specific action plans and further analysis of the following key considerations to ensure continued advancement towards the plan's objectives:

- **Capabilities:** Assess whether the SDAPCD team has the necessary skills, resources, and materials to carry out the proposed actions successfully.
- **Capacity:** Determine if SDAPCD has the capacity to increase its output with the newly proposed actions.
- **Culture:** Evaluate if SDAPCD fosters a culture that supports and implements the proposed actions.
- **Constraints:** Identify the constraints and challenges SDAPCD might encounter while implementing the actions outlined in this plan.

SDAPCD will provide annual updates through our annual budgets and air quality reports to assess progress and outcomes, the level of resources and staffing required, and report any necessary adjustments to the plan or reallocation of resources that may be needed to stay on track and ensure continued advancement towards our objectives. We will communicate this information in a format that is easily accessible and understandable to the public. This process of ongoing review and reporting will foster transparency and public engagement, allowing stakeholders to stay informed about our efforts and outcomes.

Furthermore, this commitment to regular updates and transparent reporting ensures that we remain responsive to the evolving needs of the communities we serve. By continuously monitoring our progress and being open about our challenges and successes, we can build trust and maintain a strong connection with the public, reinforcing our dedication to Clean Air for All, environmental justice, and equity.

APPENDIX A – ONGOING PROGRAMS & ACTIVITIES

Much of the SDAPCD's resources are dedicated to a wide range of programs and activities that are ongoing in support of the agency's mission and core goals of Air Quality, Public Health, Environmental Justice and Equity, Public Engagement and Transparency, and Operational Excellence. These ongoing activities are described below, organized around the core goal they support.

AIR QUALITY

Regional Air Quality Monitoring Network: SDAPCD operates a robust network of ten regional monitoring stations strategically situated throughout San Diego County to measure the levels of various pollutants in the ambient air as well as other meteorological information needed to help forecast air quality conditions and collect data to determine the region's compliance with State and federal air quality standards. SDAPCD is currently working to make this data more accessible to the public.

Neighborhood-Scale Air Monitoring: SDAPCD's growing network of 10 community-based air monitoring stations is designed to collect air quality data for specific pollutants of concern in neighborhoods that are disproportionately impacted by air pollution, to keep community members informed and involved in the development of actions to improve air quality. SDAPCD also implements grant-funded monitoring efforts as part of special projects such as helping to quantify hydrogen sulfide emissions from untreated sewage in the Tijuana River Valley.

Regional Air Quality Planning: SDAPCD develops and regularly updates air quality plans to map out various strategies including regulations, compliance programs, and incentives that can be implemented locally to meet air quality standards. These plans include the [San Diego Regional Air Quality Strategy \(RAQS\)](#), addressing State requirements, and the San Diego portion of the California [State Implementation Plan \(SIP\)](#), addressing federal requirements, for attainment of the State and federal ozone standards, respectively.

Community Emission Reduction Plans (CERPs) and [Community Air Monitoring Plans \(CAMPs\)](#): The SDAPCD Governing Board adopted CERPs and CAMPs for two communities (Portside and International Border) selected by the California Air Resources Board (CARB) under the Community Air Protection Program (CAPP). These plans include strategies to improve community health outcomes through measurable and meaningful actions towards clean air and contain community-identified locations for neighborhood-scale air monitoring stations.

Rule Development: SDAPCD's Rule Development Program oversees the process of creating and modifying over 160 air quality rules and regulations to ensure various sources of air pollution are regulated to protect public health and the environment. The rule development process integrates priorities from many different programs implemented by the SDAPCD, including but not limited to rules that support CERPs and State and federal air quality plans, as well as new requirements enacted by CARB and the U.S. Environmental Protection Agency (EPA).

Mobile Source Enforcement Program: Although SDAPCD has primary jurisdiction over stationary sources, it also addresses diesel particulate matter (DPM) from mobile sources, which significantly impacts public health in California. The SDAPCD's Mobile Enforcement Source Program, established under a Memorandum of Understanding (MOU) with CARB, has significantly increased compliance rates in the region.

Incentives Program: SDAPCD administers various State, federal, and local funding programs to implement new technologies that reduce emissions from mobile sources. In 2023, mobile sources accounted for 93% of smog-forming nitrogen oxides (NOx) emissions in San Diego County. These programs follow strict state guidelines for eligibility, cost-effectiveness, and selection. Over half of the incentive funds are directed to projects located in disadvantaged and low-income communities, with an emphasis on communities designated in the state AB617 program. In Fiscal Year 2023-24 alone, SDAPCD's incentives program funded projects which are projected to decrease harmful air pollutants such as NOx, reactive organic gases, and particulate matter by more than 380 tons over the lifetime of these projects.

Permitting: The permitting program plays a crucial role in improving air quality. SDAPCD rule requirements are implemented as permit conditions for stationary sources, ensuring that those emissions are limited to safe levels. This program applies health-protective standards, requiring sources to implement advanced pollution control technologies. As a result, harmful emissions are reduced, leading to cleaner air and healthier communities.

Enforcement Program: SDAPCD conducts unannounced field inspections of stationary sources of air pollution, investigates air quality complaints, takes enforcement action when violations are documented, and provides compliance assistance. Notably, more frequent inspections are conducted at sources located in Environmental Justice communities to ensure these areas receive heightened protection.

CEQA Review: SDAPCD reviews projects and plans that have the potential to adversely impact air quality in accordance with CEQA guidelines.

PUBLIC HEALTH

Air Toxics "Hot Spots" Program: SDAPCD implements this state-mandated program to address public health risks from toxic air contaminants emitted by stationary sources. The program requires these sources to quantify air toxic emissions and potential health risks that can negatively impact surrounding neighborhoods.

SDAPCD Rule 1210: Rule 1210 establishes public notification and health risk reduction requirements for facilities that pose elevated health risks to nearby communities. In 2021, the SDAPCD Governing Board amended the rule to strengthen public health protections by reducing the cancer risk threshold tenfold and adopting additional safeguards. As of July 1, 2025, implementation of Rule 1210 has resulted in health risk reductions benefiting 2,157 residences, 78 businesses, and one public park.

Permitting: SDAPCD evaluates potential health risks during the review of permit applications for new or modified facilities that can emit air contaminants. If a facility will emit toxic air contaminants, SDAPCD conducts a health risk assessment to quantify potential risks and ensure operations do not exceed health protective thresholds. SDAPCD issues approximately 400 permits annually with specific conditions to ensure ongoing compliance with air quality regulations.

Compliance Inspections: SDAPCD conducts over 14,000 unannounced inspections annually to verify compliance with air quality regulations. Violations result in enforcement actions, including monetary penalties.

Mobile Source Enforcement Program: Although SDAPCD has primary jurisdiction over stationary sources, it also addresses diesel particulate matter (DPM) from mobile sources, which significantly impacts public health in California. The SDAPCD's Mobile Source Program, established under a Memorandum of Understanding (MOU) with CARB, has significantly increased compliance rates in the region.

Asbestos Program: SDAPCD regulates renovation and demolition projects involving asbestos-containing materials through [Rule 1206](#). Regulating these projects is essential to prevent exposure to asbestos, which can cause asbestosis, cancer, and mesothelioma.

Incentives Program: SDAPCD administers various State, federal, and local funding programs to implement new technologies that reduce emissions from mobile sources. Statewide mobile sources emit over 90% of diesel PM emissions. These programs follow strict state guidelines for eligibility, cost-effectiveness, and selection. Over half of the incentive funds are directed to projects located in disadvantaged and low-income communities, with an emphasis on communities designated in the state AB617 program.

Community Emission Reduction Plans (CERPs): The SDAPCD Governing Board adopted CERPs for two communities (Portside and International Border), selected by the California Air Resources Board under the Community Air Protection Program (CAPP). These plans include strategies to improve community health outcomes through measurable and meaningful actions towards clean air.

24/7 Complaint Program: SDAPCD operates a 24/7 program to respond to air quality concerns reported by the public, enabling timely evaluation of air quality issues before they significantly impact the public. As of 2024, the average response time for complaints was approximately four hours.

CEQA Compliance: SDAPCD evaluates cumulative air quality impacts in accordance with CEQA guidelines.

ENVIRONMENTAL JUSTICE & EQUITY

Environmental Justice Framework: This SDAPCD Governing Board-approved framework establishes priorities and guidelines for SDAPCD as we integrate an environmental justice lens and approach in all we do, in order to address the harmful effects of air pollution in our most impacted communities.

Community Air Protection Program (CAPP or AB 617): Locally, SDAPCD implements this statewide program established by the California Air Resources Board (CARB), to reduce pollution exposure in communities most impacted by air pollution. This first-of-its-kind effort involves working closely with communities and partner agencies to develop and implement strategies to measure air pollution and reduce health impacts. SDAPCD works with members of identified communities, partner agencies and stakeholders to monitor the air, create community emission reduction programs, and distribute incentive funding to help implement the cleanest technologies in the most impacted areas.

Community Emission Reduction Plans (CERPs): SDAPCD partnered with two communities ([Portside](#) and [International Border](#)) selected by CARB under the CAPP to develop CERPs. These plans include strategies to reduce air pollution and improve public health through measurable and meaningful actions.

Community Air Monitoring Plans (CAMPs): SDAPCD partnered with residents in the communities of [Portside](#) and [International Border](#) to develop plans to conduct neighborhood-scale air monitoring. SDAPCD's growing network of 10 community-based air monitoring sites is designed to collect air quality data on specific pollutants of concern in neighborhoods that are disproportionately impacted by poor air quality, and to help keep community members informed and involved in the development of actions to improve air quality.

Incentives Program: SDAPCD administers various state, federal, and local funding programs to implement new technologies that reduce emissions from mobile sources. These programs include dedicated funding for projects in Environmental Justice communities and follow strict state guidelines for eligibility, cost-effectiveness, and community input for prioritization of project types.

Environmental Justice Partnership: The Environmental Justice Partnership is a program co-developed with eight community-based organizations in Environmental Justice communities across the region. This program utilizes popular education and participatory planning to have community members identify air quality issues and co-develop solutions to address these issues. Additionally, this effort aims to expand our monitoring network through the installation of sensor-based monitors throughout EJ communities regionwide.

Increased Inspection Frequency: More frequent unannounced inspections of mobile and stationary sources are conducted at sources located in environmental justice communities to ensure these areas receive heightened attention and protection.

Community Outreach and Education Program: SDAPCD works to meet people where they are (e.g. schools, community events, at community-based organizations, etc.) to share information about SDAPCD, air quality, and the impact of air pollution to human health and the environment. Our staff also engages with community members to receive their feedback on our activities and programs, and learn about their air quality concerns.

PUBLIC ENGAGEMENT & TRANSPARENCY

Public Participation Plan: Developed in collaboration with community stakeholders and approved by the SDAPCD Governing Board, this plan guides SDAPCD as we work to improve transparency and improve community participation in decision-making.

Language Access Policy: The purpose of this policy is to establish effective guidelines and procedures for language access services within the SDAPCD.

Community Steering Committees (CSCs): Through our Community Air Protection Program, we have convened two CSCs: [Portside](#) and [International Border](#). These CSCs are formed by a majority of community residents with the participation of community-based organizations, academia, health experts, industry, and other government entities all working together to reduce emissions in the community and engage residents and stakeholders in the process. The CSCs hold public meetings on a monthly basis.

Community and Digital Outreach: Throughout the year, SDAPCD participates in community outreach events where our staff interacts with members of the public in their own communities to provide air quality information and resources, promoting their engagement in reducing air pollution. We also reach out to communities via our website, social media channels, and email subscription services. SDAPCD has expanded its presence on social media platforms to ensure timely information about our issues is provided to the broadest audience.

Partnerships with Community-based Organization (CBOs): We have established partnerships with CBOs in Environmental Justice communities throughout the region and we meet with them regularly to learn about the communities they serve, and collaborate with them in community engagement efforts and projects to reduce air pollution and increase air quality awareness.

Public Workshops: SDAPCD staff conducts multiple public workshops throughout the year to engage communities and key stakeholders in matters of budget and rule development, air quality planning, and incentive opportunities, among others. Many public meetings are open for virtual/hybrid participation and recordings are available on SDAPCD's [YouTube Channel](#).

Mapping tools and datasets: SDAPCD fosters public engagement by publishing the following data in formats that are easily accessible, ensuring that communities have access to transparent and up-to-date information on air quality in their neighborhoods.

- [SDAPCD Air Toxics “Hot Spots” Mapping Tool](#)
An interactive tool that allows users to view and analyze the geographic distribution of facilities subject to the Air Toxics “Hot Spots” Program and their potential health impacts on surrounding communities.
- [SDAPCD Document Library](#)
A comprehensive repository of documents including permits, compliance documents, inspection reports, and other resources related to SDAPCD activities.
- [Facility Emissions Reports](#)
Detailed reports on emissions from individual facilities, including the types and quantities of pollutants released.
- [Calculation Procedures](#)
Standardized methods and formulas used to quantify emissions and assess air quality impacts, ensuring consistency and accuracy in environmental reporting and compliance.
- [Public Notices](#)
Official announcements regarding regulatory actions, public meetings, and opportunities for community input on air quality issues and SDAPCD initiatives.
- [Air Quality Complaints Data](#)
Records, analysis, and outcome of SDAPCD air quality complaint investigations.
- [Supplemental Environmental Projects](#)
Voluntary projects undertaken by facilities to improve air quality, as part of settlement agreements for regulatory violations, providing additional benefits to the community and environment.
- [Compliance Advisories](#)
Notifications and guidance issued to facilities regarding compliance with air quality regulations, including updates on new requirements and best practices for meeting regulatory standards.

OPERATIONAL EXCELLENCE

Administrative Services Division

Provides executive management services to all SDAPCD programs and includes the following units:

- Clerk of the Board provides operational support to both the SDAPCD Governing Board and Hearing Board including serving as meeting parliamentarian, managing meeting agendas and minutes, and maintaining official records for both the SDAPCD Governing Board and Hearing Board.
- Government and Public Relations is responsible for SDAPCD's Legislative Program and public information. This includes legislative advocacy, interagency communication, media relations, development of public information materials, social and digital media, and development of communications strategies.
- Human Resources is responsible for recruitment and selection, legal compliance, workplace safety, employee and labor relations, training and development, and general oversight related to SDAPCD employees in coordination with the County of San Diego.

Business Support Services Division

Provides administrative support and services to internal and external customers and stakeholders, including fee payers, internal divisions, and employees, through the following units:

- Accounting is responsible for accounts receivable, accounts payable, revenue posting, asset management, and financial reporting.
- Administrative Services is responsible for Public Records Act requests, subpoenas, and records retention.
- Budget/Fiscal is responsible for budget preparation, implementation, reporting and monitoring, grants management, audits, and management of facilities and fleet, including acquisition.
- Information Technology (IT) is responsible for overall planning, administration, and coordination of all IT activities.
- Permit Processing is responsible for intake and processing of new applications, permits to operate, and annual permit renewals.

APPENDIX B – EXISTING SDAPCD PLANS

This appendix outlines the key existing plans and reports produced and implemented by SDAPCD, which play a crucial role in guiding the agency's operations and program priorities.

TITLE	DESCRIPTION	REFERENCE	ADOPTION YEAR
Annual Air Quality Regional Monitoring Network Report	Reports on regional air quality monitoring network.	Air Quality Monitoring Network Report	Annual
Annual Air Quality Reports	Reports SDAPCD's operations, achievements, and future plans.	Annual Air Quality Reports	Annual
Annual Budget	Outlines and allocates financial resources to achieve the SDAPCD's goals and objectives for the upcoming fiscal year.	Budget	Annual
Annual California Air Toxics "Hot Spots" Report	Reports SDAPCD's continuous endeavors to oversee and reduce air toxic emissions and associated health risks from stationary sources.	Hot Spots Reports	Annual
Community Air Monitoring Plan (International Border)	Identifies locations and strategies for community monitoring.	International Border CAMP	2023
Community Air Monitoring Plan (Portside)	Identifies locations and strategies for community monitoring.	Portside CAMP	2019
Community Emission Reduction Plan – <i>Portside</i>	Provides strategies to reduce air emissions in the Portside Environmental Justice Community.	Community Emissions Reduction Plan-Portside	2021
Community Emission Reduction Plan – <i>International Border</i>	Provides strategies to reduce air emissions in the International Border Community.	Community Emission Reductions Plan-International Border Community	2024
Complaint Plan	Proposes recommendations to enhance SDAPCD's air quality complaint program	SDAPCD Air Quality Complaint Plan	2022

TITLE	DESCRIPTION	REFERENCE	ADOPTION YEAR
Comprehensive Monitoring Plan	Documents how SDAPCD determines location and types for its ambient air monitoring locations for both the regional and community monitoring networks.	Comprehensive Monitoring Plan	2022
Environmental Justice Framework	Establishes priorities and guidelines to integrate environmental justice considerations in all SDAPCD actions.	Environmental Justice Framework	2022
Incident Response Plan	Outlines SDAPCD's response to major releases of air contaminants.	Incident Response Plan	2022
Permitting Plan	Proposes recommendations to enhance transparency and public engagement in SDAPCD permitting actions.	Permitting Plan	2021
Public Participation Plan	Provides guidance to enhance transparency and community participation in decision-making.	Public Participation Plan	2022
Plan to attain the National Ambient Air Quality Standards (NAAQS) for ozone	Provides a plan on how San Diego County will achieve the 2008 and 2015 NAAQS for Ozone.	2020 Attainment Plan for Ozone in San Diego County	2020
Regional Air Quality Monitoring Network Assessment Report	Assessment report on regional air quality monitoring network.	Regional Air Quality Monitoring Network Assessment	2020
Regional Air Quality Strategy (RAQS)	Provides an update to the plan required by State law to reduce ground-level ozone in San Diego County.	2022 RAQS	2023

APPENDIX C – STAKEHOLDER ENGAGEMENT

SDAPCD conducted a wide variety of outreach and engagement with stakeholders and communities throughout the region in development of this Strategic Plan. The following table summarizes the stakeholders that participated in these engagement efforts.

STAKEHOLDER GROUP	STAKEHOLDERS AND COMMUNITIES REPRESENTED	LANGUAGE(S)	VIRTUAL OR IN-PERSON	Participants
General Public	Residents, researchers, academia, interest groups, industry, consultants	English/Spanish	Virtual	44
EJ Community	Linda Vista	English/Spanish	In-person	15
EJ Community	City Heights	English/Spanish	Virtual	11
EJ Community	El Cajon	English/Arabic	Virtual	10
EJ Community	East County	English	Virtual	8
EJ Community	City Heights	English/Spanish	In-Person	12
EJ Community	Southeastern	English	Virtual	26
EJ Community	Oceanside, Escondido, Vista	English/Spanish	Virtual	20
Community-based Organizations from Environmental Justice Partnership	Bayside Community Center, City Heights CDC, El Cajon Collaborative, El Cajon Collaborative (Public Health Providers), Environmental Health Coalition, Urban Collaborative, Vista Community Clinic	English	Virtual	7
Portside Community Steering Committee	Residents from Barrio Logan, Logan Heights, Sherman Heights, and West National City, stakeholders and agency partners	English/Spanish	In-person	24
International Border Community Steering Committee	Residents from San Ysidro and Otay Mesa, stakeholders and agency partners	English/Spanish	In-person	15

STAKEHOLDER GROUP	STAKEHOLDERS AND COMMUNITIES REPRESENTED	LANGUAGE(S)	VIRTUAL OR IN-PERSON	Participants
SDAPCD and Industry Working Group (Industrial Environmental Association)	Representatives from industry groups and permitted facilities	English	Hybrid	23
Government Agency Partners	Port of San Diego, SANDAG, CARB, State of Baja California	English/Spanish	One-on-one interviews and surveys	9
SDAPCD Governing Board	Governing Board and members of the public	English/Spanish	Governing Board meeting	7
SDAPCD Governing Board members	Governing Board individual members	English	One-on-one interviews	5
SDAPCD's Governing Board's Planning and Policy Committee	Planning and Policy Committee members	English/Spanish	Planning and Policy Committee meeting	6

APPENDIX D – OBJECTIVES, ACTIONS, TIMEFRAMES & METRICS

This appendix lists the strategic objectives and actions SDAPCD will focus on over the next five years to advance its core goals of Air Quality, Public Health, Environmental Justice and Equity, Public Engagement and Transparency, and Operational Excellence. It also outlines the corresponding timelines and metrics to demonstrate when and how these efforts are to be accomplished.

Some actions below are mandated by federal and/or State law and supported by existing funding sources. Others are discretionary and reflect current policy directives of SDAPCD and priorities of the communities we serve, but may not have an identified funding source and will require a funding strategy. SDAPCD's annual budget process will be used accordingly to identify resource gaps, develop funding strategies to address those gaps, and adjust the plan where necessary to ensure continued advancement toward our core goals.

AIR QUALITY

OBJECTIVES	ACTIONS	TIMEFRAME	METRIC
AQ1 – Expand air quality monitoring in Environmental Justice communities.	Engage Environmental Justice communities to identify additional monitoring needs.	Short-Term: 1-2 Years	Engagement completed in Environmental Justice communities.
	Identify resources needed and funding opportunities for a network of sensor-based air quality monitors in Environmental Justice communities.	Mid-Term: 2-3 Years	Secure funding for up to 25 sensor-based monitors and staff capacity needed to maintain network.
	Engage Environmental Justice communities for input on the best placement of air quality sensors.	Mid-Term: 2-3 Years	Engagement completed in Environmental Justice communities.
	Meet with landowners and agency partners to establish necessary agreements for monitor installation.	Mid-Term: 2-3 Years	Signed agreement(s) in place to allow monitor installation and operation.
	Procure necessary equipment and instruments.	Mid-Term: 2-3 Years	Procurement documents finalized and instruments delivered.
	Install sensor-based monitors and develop a community education program to share data with community.	Long-Term: 3-5 Years	Up to 25 sensor-based monitors are installed, and enhanced community education program implemented.

OBJECTIVES	ACTIONS	TIMEFRAME	METRIC
AQ2 – Expand regional air quality monitoring network.	Identify potentially suitable locations for new monitoring sites.	Short-Term: 1-2 Years	Locations identified.
	Meet with landowners and agency partners to establish necessary agreements for monitor installation.	Short-Term: 1-2 Years	Signed agreement(s) in place to allow monitoring site installation and operation.
	Procure necessary equipment, shelters, and instruments.	Short-Term: 1-2 Years	Procurement documents finalized and instruments delivered.
	Setup shelters and instruments.	Mid-Term: 2-3 Years	Shelters and instrumentation installed and operational.
	Incorporate new location(s) into data collection system.	Mid-Term: 2-3 Years	Data posted and available for public review.
AQ3 – Develop mobile monitoring resources for Hydrogen Sulfide (H ₂ S).	Modify monitoring vehicle to support mobile H ₂ S monitoring capability.	Short-Term: 1-2 Years	Mobile van modified.
	Procure necessary equipment and instruments.	Short-Term: 1-2 Years	Equipment and instruments installed and operational.
AQ4 – Reduce fine particulate matter (PM _{2.5}) in the region and demonstrate attainment with federal NAAQS.	Establish baseline PM _{2.5} levels, including cross-border emissions, to determine if the region meets standard.	Short-Term: 1-2 Years	Air quality data submitted to EPA for attainment status determination.
	Identify highest priority sources of PM _{2.5} in the region.	Short-Term: 1-2 Years	Coordinate with CARB for data gathering and modeling to project attainment year.
	Proceed with rulemaking for highest priority sources.	Mid-Term: 2-3 Years	High priority rules adopted.
	Evaluate current and possible new PM control actions to identify options for enhanced effectiveness.	Mid-Term: 2-3 Years	
	Create plan for attainment, including any required environmental and economic analyses.	Long-Term: 3-5 Years	Plan released for public review and submitted approval by SDAPCD Board, CARB and EPA.

OBJECTIVES	ACTIONS	TIMEFRAME	METRIC
AQ5 – Reduce ozone in the region to attain federal ozone standards.	Assess attainment status for the 0.075 ppm ozone standard.	Short-Term: 1-2 Years	Air quality data submitted to EPA for attainment status determination.
	Continue feasibility assessment of strategies identified in RAQS and proceed with rulemaking for highest priority sources.	Short-Term: 1-2 Years	RAQS feasibility analysis completed.
	Evaluate status of control actions in current federal ozone attainment plan.	Mid-Term: 2-3 Years	High priority rules adopted.
	Coordinate with CARB and EPA on ozone attainment designation and determine if revisions to attainment plan are needed.	Long-Term: 3-5 Years	

PUBLIC HEALTH

OBJECTIVES	ACTIONS	TIMEFRAME	METRIC
PH1 – Evaluate air quality complaint trends and develop solutions to address identified gaps, aiming to improve air quality and enhance public health outcomes.	Review prior 5 years of complaint data to identify trends.	Short-Term: 1-2 Years	Effectiveness of the air quality complaint program by evaluating how the program is addressing air quality concerns within SDAPCD's jurisdiction.
	Conduct outreach in Environmental Justice and other communities.	Short-Term: 1-2 Years	Satisfaction ratings from complainants regarding the handling and resolution of air quality complaints.
	Identify root causes of significant complaint issues and develop action plans to address.	Mid-Term: 2-3 Years	
	Implement and evaluate action plans.	Mid-Term: 2-3 Years	

OBJECTIVES	ACTIONS	TIMEFRAME	METRIC
PH2 – Identify and implement strategies to reduce air toxic emissions and associated health risks from stationary sources regulated by SDAPCD.	Maintain a comprehensive inventory of air toxic emissions and associated health risks from all stationary sources regulated by SDAPCD.	Short-Term: 1-2 Years	Measure the reduction in health risk levels from stationary sources.
	Identify the priority pollutants and their major sources, as well as impacted communities.	Short-Term: 1-2 Years	Track the number and types of mitigation strategies adopted to address identified health risks.
	Engage with community residents, industry representatives, public health officials, other regulatory agencies, and other stakeholders to discuss inventory and emissions reduction strategies.	Mid-Term: 2-3 Years	Track the health risk reductions anticipated from rule amendments.
	Advocate for CARB research into emission reductions strategies for sources as needed.	Mid-Term: 2-3 Years	
	Evaluate existing regulations and identify opportunities to further reduce emissions and associated health risks.	Mid-Term: 2-3 Years	
	Pursue identified rule amendments.	Long-Term: 3-5 Years	
	Identify legislative opportunities to address air toxic emissions and health risks and incorporate in SDAPCD Legislative Program.	Mid-Term: 2-3 Years	

OBJECTIVES	ACTIONS	TIMEFRAME	METRIC
PH3 – Identify and address cumulative air quality impacts in Environmental Justice communities.	Seek opportunities through CEQA to protect Environmental Justice communities from cumulative impacts.	Mid-Term: 2-3 Years	Regulatory opportunities evaluated and pursued. Successful passage of updated Legislative Program.
	Evaluate and pursue regulatory opportunities to minimize cumulative impacts.	Mid-Term: 2-3 Years	
	Add guidelines to SDAPCD Legislative Program to facilitate support of legislative changes to address cumulative impacts.	Mid-Term: 2-3 Years	
PH4 – Expand the portable in-home air monitor and purifier program beyond the Portside community.	Assess best practices based on the Portside Air Quality Improvement and Relief (PAIR) Program .	Short-Term: 1-2 Years	Number of households that receive filter. New funding sources. Funding expended in program. Level of outreach. Number of CBO meetings. Number of independent new programs.
	Identify resource needs and apply for funding opportunities as needed.	Short-Term: 1-2 Years	
	Coordinate expansion with Community-Based Organizations (CBOs).	Short-Term: 1-2 Years	
	Advocate with CARB to update incentive requirements under the Community Air Protection Program (CAPP) to better align with the needs of the region.	Short-Term: 1-2 Years	
	Consider expansion of the program under Supplemental Environmental Projects (SEP) .	Mid-Term: 2-3 Years	
	Develop and administer a program region-wide in environmental justice communities in partnership with CBOs to distribute indoor air purifiers and provide info about indoor air quality.	Mid-Term: 2-3 Years	

OBJECTIVES	ACTIONS	TIMEFRAME	METRIC
PH5 – Coordinate with academia and public health experts to explore research opportunities to quantify the benefits of in-home air purifiers in improving health outcomes.	Identify and engage with partner agencies in academia and public health.	Short-Term: 1-2 Years	Track the number of formal partnerships or collaborations established.
	Identify resource needs and funding opportunities.	Short-Term: 1-2 Years	Measure the number of research projects or studies initiated.
	Coordinate with research partners to develop project parameters.	Mid-Term: 2-3 Years	Monitor the amount of grant funding or financial support obtained.
	Engage with CBOs and program participants to build study population.	Mid-Term: 2-3 Years	Track the number of events conducted to disseminate research findings.
	Coordinate with research partners to publish study results.	Mid-Term: 2-3 Years	Determine health outcomes in communities where in-home air purifiers are implemented.

PH6 – Provide incentives directly to communities and residents most impacted by air pollution.	Engage with Environmental Justice communities to evaluate direct incentive opportunities, such as e-bikes, tree planting, home appliances, etc.	Short-Term: 1-2 Years	Increased incentive funding available from SDAPCD for direct incentives
	Enhance/expand existing direct incentive programs, such as Clean Cars 4 All and PAIR.	Short-Term: 1-2 Years	Clearly identified direct incentives from partner agencies.
	Expand outreach to increase awareness of all programs available, including those from partner agencies, by developing accessible, education materials in multiple languages.	Mid-Term: 2-3 Years	Accessible outreach materials developed.
	Provide data to agency and academic partners, and the public.	Mid-Term: 2-3 Years	Community feedback on outreach efforts.

ENVIRONMENTAL JUSTICE & EQUITY

OBJECTIVES	ACTIONS	TIMEFRAME	METRIC
EJ1 – Serve as a resource to our community and government partners in the evaluation and development of projects and policies that prioritize improvements for communities most impacted by air pollution.	Track and participate in regional planning and policymaking regarding transportation and land-use projects with significant effects on air quality.	Short-Term: 1-2 Years	List of regional planning and policy efforts in the region and development of SDAPCD's role and associated policy/planning statements. Enhanced criteria to identify priority projects and guidelines for policy statements that are accessible to community members.
	Support community advocacy for sustainable and equitable transportation and land-use policies and plans by providing meaningful, accessible, and easily understandable air quality and public health data and analysis.	Short-Term: 1-2 Years	
EJ2 – Continue to integrate environmental justice principles and practices into all SDAPCD operations, policies, procedures.	Research best practices related to SDAPCD work, enhance understanding of technical program requirements, and provide guidance to integrate environmental justice principles, practice, and analysis into SDAPCD work and outcomes.	Short-Term: 1-2 Years	Toolkit and tracking metric developed and implemented. EJ guidance integrated into all SDAPCD operations.
	Develop EJ toolkit for SDAPCD Divisions to track progress and identify opportunities for enhancement of environmental justice focus.	Short-Term: 1-2 Years	
	Integrate environmental justice principles and practices into all SDAPCD processes, analysis, and guidelines (i.e., rule development, permitting, budgeting, incentives, etc.).	Mid-Term: 2-3 Years	

OBJECTIVES	ACTIONS	TIMEFRAME	METRIC
EJ3 – Integrate needs and priorities from Environmental Justice communities into SDAPCD rule making processes.	Review the list of current and proposed rule updates and development, including those from CERPs, and prioritize according to emission reduction, public health, and community identified benefits.	Short-Term: 1-2 Years	Rule Development inventory and analysis completed. Community engagement completed as part of the Environmental Justice Partnership.
	Conduct public engagement related to Rule Development priorities and timeline.	Mid-Term: 2-3 Years	Environmental justice element in staff report for rules developed by District
	Develop staff guidance and checklists to ensure environmental justice is incorporated into rule development decisions.	Long-Term: 3-5 Years	Analysis, workshops completed, and CERP rule updates/ development is completed.
EJ4 – Establish public agency regional working group to advance environmental justice.	Develop a staff and agency contact list for the regional EJ working group.	Mid-Term: 2-3 Years	A regional agency working group on environmental justice is convened to facilitate/ leverage regional investments.
	Collaborate with agency partners to identify an appropriate agency to set up structure and frequency of meetings, or identify existing efforts that could support this work.	Mid-Term: 2-3 Years	
EJ5 – Enhance transparency and accessibility of the implementation of strategies under the Community Emission Reduction Plans.	Work with CARB Staff to develop a CERP implementation dashboard.	Short-Term: 1-2 Years	Dashboard online and updated on a bi-annual basis.
	Update dashboard on a bi-annual basis.	Short-Term: 1-2 Years	Twice a year, share dashboard status with Portside and International Border CSCs.

PUBLIC ENGAGEMENT & TRANSPARENCY

OBJECTIVES	ACTIONS	TIMEFRAME	METRIC
PE1 – Expand SDAPCD’s visibility across San Diego County, increasing transparency and fostering stronger relationships with the community and public partners.	Organize and participate in local events, workshops, and town hall meetings to engage directly with residents and stakeholders.	Short-Term: 1-2 Years	Number of events hosted or participated in. Attendance/ participation rates at events.
	Develop a robust communications strategy to share real-time air quality updates, educational content, success stories, and SDAPCD initiatives.	Short-Term: 1-2 Years	Feedback received from event attendees through surveys or direct communication. Increase in social media followers and engagement metrics (likes, shares, comments).
	Develop educational materials and programs for schools and community groups to raise awareness about air quality issues and the role of SDAPCD.	Mid-Term: 2-3 Years	Website traffic analytics. Number of new partnerships established. Number of media mentions and coverage of SDAPCD activities.
	Launch targeted public awareness campaigns focusing on the importance of air quality and how individuals can help.	Mid-Term: 2-3 Years	Public engagement by region.
	Expand relationships with local media outlets to ensure consistent and accurate coverage of SDAPCD activities and air quality issues.	Mid-Term: 2-3 Years	
	Use surveys and other tools to track public engagement by region.	Mid-Term: 2-3 Years	

OBJECTIVES	ACTIONS	TIMEFRAME	METRIC
PE2 – Increase communication and partnerships with local government agencies and legislators.	Develop and conduct SDAPCD tours to inform other agencies, municipalities, elected officials, and other entities about air quality issues.	Mid-Term: 2-3 Years	Track number of tours and participants. Track interagency participation on committees and workgroups. Track and measure SDAPCD's impact on shaping air quality legislation.
	Take an active role in participating in relevant agency workgroups and committees to expand SDAPCD reach and influence.	Mid-Term: 2-3 Years	
	Ensure annual Legislative Program reflects breadth of SDAPCD goals.	Mid-Term: 2-3 Years	
	Coordinate efforts in preparation for and during air quality incidents.	Mid-Term: 2-3 Years	
PE3 – Extend the reach of the SDAPCD's Clean Air for All Achievement Award Program to enhance its visibility and impact.	Develop a comprehensive marketing and outreach strategy to promote the award program through social media, press releases, newsletters, and targeted advertisements.	Mid-Term: 2-3 Years	Track number of award nominations to identify trends.
	Collaborate with industry leaders, environmental organizations, local businesses, and community groups to raise awareness about the award program and encourage nominations.	Mid-Term: 2-3 Years	
	Utilize various communication channels to share success stories of past award winners, highlighting their innovative approaches and positive impact on air quality.	Mid-Term: 2-3 Years	

OBJECTIVES	ACTIONS	TIMEFRAME	METRIC
PE4 – Enhance the dissemination and accessibility of Air Quality Index (AQI) information.	Develop a comprehensive communication strategy that includes real-time updates and interactive mapping tools.	Short-Term: 1-2 Years	Track website traffic and engagement. Track social media engagement.
	Post updates on social media, featuring graphics that reflect the AQI map segmented by San Diego County regions, ensuring timely and visually engaging communication with the community.	Short-Term: 1-2 Years	Track community feedback and awareness.
	Sponsor School Flag Program.	Mid-Term: 2-3 Years	
PE5 – Enhance mapping tools and datasets to facilitate informed decision-making and promote meaningful public engagement.	Engage stakeholders and conduct needs assessment to identify priorities for website data expansion and mapping.	Short-Term: 1-2 Years	Monitor usage, user engagement, and impact of the enhanced reporting tools on public engagement with organizational activities.
	Identify technical requirements and resource needs.	Short-Term: 1-2 Years	
	Develop, pilot test, and adopt solutions.	Short-Term: 1-2 Years	
PE6 – Incorporate available tools to estimate public health and GHG co-benefits from incentives and rule development programs.	Research tools and techniques and best practices to support analysis of public health and GHG co-benefits associated with emission reductions.	Mid-Term: 2-3 Years	Software research completed and best practices identified. Staff is trained and software is being applied, and best practices are being implemented.
	Train staff and begin to use in rule development and incentive project analysis.	Mid-Term: 2-3 Years	

OBJECTIVES	ACTIONS	TIMEFRAME	METRIC
PE7 – Develop a youth-based air quality education program.	Develop a youth-based air quality education curriculum and launch a school-based program in Environmental Justice communities.	Long-Term: 3-5 Years	Resource needs are identified and funding is secured. Community partners are identified.
	Promote the kids calendar contest in at least one elementary school in every identified Environmental Justice community.	Long-Term: 3-5 Years	Curriculum is developed. Air Quality Education Program implemented at three schools. Have at least 500 submissions into the kids calendar contest annually.
PE8 – Enhance outreach efforts related to the SDAPCD's complaint program.	Develop popular education materials and disseminate at community outreach events with a focus in Environmental Justice communities.	Short-Term: 1-2 Years	Materials developed. On an annual basis, conduct outreach at 12-15 community events in Environmental Justice communities.
	Provide posters at key facilities.	Short-Term: 1-2 Years	Have one strategically placed message/image on social media every month to reach intentional audiences.
	Leverage social media platforms more effectively to highlight the complaint program.	Short-Term: 1-2 Years	
PE9 – Ensure community members are meaningfully engaged in shaping SDAPCD decisions that impact air quality, including budget, monitoring, planning, rulemaking, and permitting.	Conduct internal workshops for key staff involved in community engagement.	Short-Term: 1-2 Years	Resources developed and internal workshops completed.
	Evaluate capacity and effectiveness of community outreach and engagement activities in each division.	Short-Term: 1-2 Years	Community outreach and engagement accounted for in every division's annual budget, procedures, and timelines for action.
	Identify opportunities to coordinate community engagement with existing outreach and education program.	Short-Term: 1-2 Years	Calendar of key SDAPCD decisions for community outreach and engagement.

OBJECTIVES	ACTIONS	TIMEFRAME	METRIC
PE10 – Develop relationships with Sovereign Tribal Nations and seek opportunities for partnerships.	Work with the County of San Diego Indigenous liaison to engage with local Tribal Nations.	Short-Term: 1-2 Years	Meetings and trainings completed.
	Provide learning opportunities to key staff to learn about local Tribal history, culture, and governance structures.	Short-Term: 1-2 Years	Staff is encouraged and provided incentives to seek out learning opportunities.
	Establish government-to-government communication with the Sovereign Tribal Nations to better understand how they are impacted by air pollution and opportunities for partnership.	Short-Term: 1-2 Years	Potential areas of collaboration identified.
	Invite local tribal representatives to SDAPCD Governing Board meetings, and/or attend Tribal meetings as an introduction to SDAPCD programs and resources.	Short-Term: 1-2 Years	

OPERATIONAL EXCELLENCE

OBJECTIVES	ACTIONS	TIMEFRAME	METRIC
OE1 – Evaluate and enhance SDAPCD’s Diversity, Equity, and Inclusion (DEI) program to promote a culture of inclusivity, equitable opportunities, and respect for diversity across all levels of the organization.	Conduct employee surveys to determine baseline knowledge.	Short-Term: 1-2 Years	Track and evaluate survey responses, training opportunities and attendance, DEI discussions during meetings, and recruitment process.
	Further promote existing DEI resources with SDAPCD staff and supervisors.	Short-Term: 1-2 Years	
	Evaluate recruitment outreach opportunities to ensure diverse candidate pool.	Short-Term: 1-2 Years	
OE2 – Enhance employee engagement by continuing to foster a collaborative environment where employees feel involved, informed about operational goals, participate in decision-making, and are aware of upcoming initiatives.	Develop surveys to assess employee engagement and gather suggestions for fostering a more collaborative environment.	Short-Term: 1-2 Years	Track and evaluate survey responses, focus groups attendance, and training participation.
	Organize focus groups with employees from various sections to discuss experiences, gather insights, and explore ideas for enhancing collaboration and involvement.	Short-Term: 1-2 Years	
	Expand training programs focused on collaboration, effective communication, and leadership skills to empower managers and employees to create a more engaging work environment.	Short-Term: 1-2 Years	

OBJECTIVES	ACTIONS	TIMEFRAME	METRIC
OE3 – Enhance and implement consistent processes and procedures across the organization to ensure efficiency, standardization, and quality in all operations.	Perform a comprehensive audit of current processes and procedures to identify inconsistencies, redundancies, and areas for improvement.	Mid-Term: 2-3 Years	Evaluate decreases in the number of errors or issues reported due to inconsistent processes as well as enhanced efficiencies gained from implementation.
	Establish a cross-functional team responsible for developing and overseeing the implementation of standardized processes and procedures.	Mid-Term: 2-3 Years	Evaluate feedback received from employees regarding the processes and procedures.
	Obtain feedback from external stakeholders, such as permit holders, in development of relevant processes and procedures.	Mid-Term: 2-3 Years	
	Develop training programs to educate employees on the new processes and procedures.	Mid-Term: 2-3 Years	
	Utilize a centralized document management system to store, manage, and share the processes and procedures.	Mid-Term: 2-3 Years	
	Establish a schedule for the regular review and updating of processes and procedures to ensure they remain relevant and effective.	Mid-Term: 2-3 Years	

OBJECTIVES	ACTIONS	TIMEFRAME	METRIC
OE4 – Secure sustainable long-term funding for programs without an identified funding stream.	Work with programs to identify existing and projected long-term resource gaps, including detailed information on costs associated with program activities.	Short-Term: 1-2 Years	Number of potential funding sources identified and assessed. Percentage of funding sources that align with the organization’s needs and eligibility criteria.
	Research and compile a list of potential funding sources, including grants, fees, and local, State, and federal revenues, including per capita fees and DMV fees.	Short-Term: 1-2 Years	
	Assess eligibility criteria for each funding source to determine alignment with existing gaps.	Short-Term: 1-2 Years	
	Schedule meetings with representatives from CARB and other relevant jurisdictions to discuss funding needs and potential support.	Short-Term: 1-2 Years	
	Maintain an ongoing evaluation of existing fees to pursue effective cost recovery of costs with each year’s budget.	Short-Term: 1-2 Years	
	Create a comprehensive long-term funding strategy outlining potential sources, application timelines, and required documentation.	Short-Term: 1-2 Years	

OBJECTIVES	ACTIONS	TIMEFRAME	METRIC
OE5 – Evaluate opportunities to enhance website functionality and user experience.	Conduct survey to obtain feedback from employees and a diverse group of stakeholders.	Long-Term: 3-5 Years	Monitor user satisfaction, page load speed, functionality and features, visitor engagement.
	Identify existing gaps, resource needs, and outline goals and objectives for website update, focusing on enhanced functionality and user experience.	Long-Term: 3-5 Years	
	Complete website redesign and development, and content migration.	Long-Term: 3-5 Years	
	Conduct testing and quality assurance, including outreach to staff and stakeholders to assess improved user experience.	Long-Term: 3-5 Years	
OE6 – Expand online services available to customers, such as online applications and application checklists, payments, and customer records management.	Evaluate and document existing processes and identify areas that can be enhanced/ streamlined for online transactions.	Long-Term: 3-5 Years	Phased increased percentage of online transactions and customer feedback.
	Identify and document technology needs in coordination with program staff.	Long-Term: 3-5 Years	
	Test, document and implement new processes.	Long-Term: 3-5 Years	
	Conduct customer outreach and education.	Long-Term: 3-5 Years	

OBJECTIVES	ACTIONS	TIMEFRAME	METRIC
OE7 – Evaluate opportunities to enhance the office workspaces at SDAPCD headquarters by transitioning to modern amenities and renewable energy sources.	Engage employees to identify facility needs and potential building enhancements, including renewable energy sources.	Long-Term: 3-5 Years	Cost savings, GHG reductions, employee feedback.
	Engage with County General Services partners to determine cost effective options, including long-term return on investment in existing facility compared to a new location to better address organizational and stakeholder needs.	Long-Term: 3-5 Years	
	Secure funding to facilitate implementation of necessary changes.	Long-Term: 3-5 Years	

OE8 – Maintain and upgrade core IT programs and system infrastructure.	Leverage partnership with County of San Diego and their IT contractor(s) to ensure SDAPCD systems are supported with reliable and effective data management solutions.	Long-Term: 3-5 Years	Identification and evaluation of new technologies. Measure the number of projects implemented and the average integration time. Monitor improvements in operational efficiency. Collect stakeholder feedback.
	Evaluate Countywide initiatives for their impact on SDAPCD programs.	Long-Term: 3-5 Years	
	Conduct feasibility assessment for potential alternative solutions, including artificial intelligence technologies, and obtain cost and time estimates.	Long-Term: 3-5 Years	
	Engage stakeholders to develop and refine system requirements.	Long-Term: 3-5 Years	
	Conduct pilot testing and user training prior to adoption.	Long-Term: 3-5 Years	

OBJECTIVES	ACTIONS	TIMEFRAME	METRIC
OE9 – Enhance SDAPCD’s training program to augment team members’ professional skills, regulatory knowledge, and job performance.	Survey supervisors and employees to identify additional training needs.	Mid-Term: 2-3 Years	Number of training sessions conducted and attended by employees. Employee feedback on the relevance of training programs. Training assessments.
	Define training objectives and identify resources required to implement.	Mid-Term: 2-3 Years	
	Develop curriculum.	Mid-Term: 2-3 Years	
	Implement and obtain feedback from staff.	Mid-Term: 2-3 Years	
	Engage with stakeholders to determine the information and/or parameters that can be included into the system that can benefit users.	Mid-Term: 2-3 Years	
	Develop system requirements.	Mid-Term: 2-3 Years	
	Explore solutions and obtain cost and time estimates.	Mid-Term: 2-3 Years	
	Conduct pilot testing and user training prior to adoption.	Mid-Term: 2-3 Years	
OE10 – Streamline the health risk assessment process required under permitting actions to improve efficiency in evaluating potential health impacts associated with air emissions.	Evaluate opportunities to create screening tools to streamline the process in conducting a health risk assessment.	Short-Term: 1-2 Years	Evaluate efficiencies related to completion of health risk assessments.
	Develop enhanced screening tools.	Short-Term: 1-2 Years	
	Conduct testing, document procedures, and initiate staff training prior to implementation.	Short-Term: 1-2 Years	





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**Air Pollution
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