
STRATEGIC PLAN

COLORADO AIR QUALITY CONTROL COMMISSION

INTRODUCTION

In spring 2012, Colorado's Air Quality Control Commission (AQCC) retained the strategic consulting services of Corona Insights to engage in a facilitated strategic planning process.

The Commission recognized the need to be more proactive in their work, which requires a clear vision, strategic direction and strong leadership role on issues of air quality control across the state. While the Commission is bound to its legislative mandates and state priorities, the staff and commissioners acknowledged the untapped potential of this group of citizen leaders. In addition, the Commission's composition recently changed as term-limited members stepped off and new members joined. A strategic road map would aid new commissioners as they learn about the Commission's priorities and future direction.

The external context also contributed to the timing of this planning process. The Colorado Department of Public Health and Environment released their "10 Winnable Battles" in 2011, one of which was clean air. The selected winnable battle topics require statewide collaboration across all sectors and reflect national goals. In other words, clean air was identified as both a critical concern for the state and its citizens and an opportunity to make a systemic impact through a collective effort. AQCC represents an inclusive body of citizen experts charged with leading, coordinating and advising on initiatives to achieve and maintain the cleanest air possible statewide.

Furthermore, the Commission has identified areas of unmet needs, such as improving ozone levels and reducing emissions from oil and gas development activities. There are also opportunities to leverage geographic partnerships, such as the Regional Haze SIP and national parks initiatives. Balancing these priorities requires focus and direction with a long-range vision.

STRATEGIC PLANNING

Corona Insights led the Commission through a data-informed planning process to craft their strategic road map for the future. The process consisted of a review of relevant background information and an online questionnaire with key stakeholders, including current and outgoing commissioners, staff, and other individuals with close working relationships to the AQCC. The questionnaire inquired about major accomplishments to date; short and long term vision; AQCC's unique role, reputation and voice; strategic priorities and focus areas; and necessary capacity. Corona also participated at select Commission meetings to gather input and test emerging concepts. The process culminated with a full-day strategic planning retreat with the Commission and staff. Follow-up conversations with staff and commissioners were held to finalize the content in the strategic plan.

OUR STRATEGIC PLAN FOR THE FUTURE

OUR PURPOSE

The purpose of the Commission is to adopt a cost-effective and efficient air quality management program that promotes clean and healthy air for Colorado's citizens and visitors, and protects Colorado's scenic and natural resources.

OUR VISION

We will lead our state to achieve and maintain the healthiest air quality for all Coloradans.

The sustainability of Colorado's environment, economy and public health are interrelated. Protection and improvement of clean air is vital to the state of Colorado, our region, the nation, and the world. To achieve this vision, we will bring together scientific evidence with public participation to develop and promote effective policies with measurable strategies.

OUR VALUES

The Commission believes strongly in the correlation between **quality air** and **quality of life**. In order to ensure these fundamentals for all Coloradans, we commit to the following set of core values to guide our work:

→ *Mutual Respect*

- ⇒ We behave collegially with others (public, private and nonprofit entities) and expect the same treatment in return
- ⇒ We engage in active listening and are open to different approaches and new ideas
- ⇒ We understand and consider implications for related topics, such as economic vitality and environmental sustainability

→ *Inclusivity*

- ⇒ We bring disparate parties and voices together to encourage dialogue and potential collaboration
- ⇒ We serve as a coalescing body around common goals

→ *Intellectual Integrity and Objectivity*

- ⇒ We highly value, respect and listen to science

- ⇒ We are knowledgeable and innovative in our interpretation and implementation of science
- ⇒ We ensure appropriate checks and balances

→ *Pragmatism*

- ⇒ We are practical and efficient
- ⇒ We devise and uphold goals and priorities that are realistically achievable
- ⇒ We carefully balance priorities on behalf of the state and are open to new approaches

→ *Ethics and Equity*

- ⇒ We honor the “Rule of Law” and best practices for fair governance
- ⇒ We maintain independence in our regulatory role in consideration of our mandate with the state
- ⇒ We follow statutory requirements for the betterment of our state

OUR SUCCESS MEASURES

We will know we were successful by the end of FY17-18 if:

- The entire state of Colorado is in attainment with 2012 standards and addressing more stringent federal standards
- Emissions have been reduced through an efficient, cost-effective and collaborative regulatory process
- Public awareness and engagement related to air quality issues contribute to effective public policy
- Voluntary best management practices are integrated into our air quality program and have reduced the need for mandatory measures
- A plan is in place to deal with emerging issues related to air quality control

OUR STRATEGIC GOALS

GOAL 1 – IMPROVE AND MAINTAIN AIR QUALITY STANDARDS ACROSS COLORADO

FY12-13 through FY13-14

- ➔ **Objective** – Develop greenhouse gas reduction strategies and analyze policy options for modifying the rules to incorporate climate change policies
- ➔ **Objective** – Enhance current vehicle emission reduction strategies
- ➔ **Objective** – Further investigate oil and gas emissions and develop pilot strategies for emissions reductions
- ➔ **Objective** – Approve an updated Ozone SIP for the 75ppb standard
- ➔ **Objective** – Continue work underway related to Regional Haze SIP
- ➔ **Objective** – Assess monitoring coverage across the state

FY14-15 through FY16-17

- ➔ **Objective** – Initiate greenhouse gas reduction strategies
- ➔ **Objective** – Assess results of vehicle emission reduction enhancement strategies
- ➔ **Objective** – Launch pilot oil and gas emission reduction strategies
- ➔ **Objective** – Expand daily air quality forecasting for broader awareness and use across Colorado
- ➔ **Objective** – Assess Phase II requirements of Regional Haze SIP
- ➔ **Objective** – Begin planning for a more stringent ozone standard
- ➔ **Objective** – Implement recommendations from monitoring assessment

FY17-18 and Beyond

- ➔ **Objective** – Continue implementing greenhouse gas reduction strategies with broader climate change solutions
- ➔ **Objective** – Respond to the results of the vehicle emission reduction enhancement strategies

- ➔ **Objective** – Assess pilot oil and gas emission reduction strategies
- ➔ **Objective** – Continue work underway related to the Regional Haze SIP
- ➔ **Objective** – Approve an updated Ozone SIP to comply with a more stringent federal standard

GOAL 2 – ADVANCE THE PUBLIC’S UNDERSTANDING OF AND COMMITMENT TO CLEAN AIR

FY12-13 through FY13-14

- ➔ **Objective** – Conduct market research on current perception and engagement with air quality policy and enforcement
- ➔ **Objective** – Develop strategies and plan to drive public perception on the importance of improving and maintaining clean air, including topics such as energy efficiency
- ➔ **Objective** – Develop strategies and plan to expand public engagement with air quality policy and enforcement
- ➔ **Objective** – Create a plan for providing information to stakeholders across Colorado with respect to emerging air quality issues and regulatory processes, and create a mechanism to obtain feedback from stakeholders
- ➔ **Objective** – Improve the Commission’s website and other resources to conform with state guidelines by creating original content regarding the AQCC’s priorities and the importance of clean air

FY14-15 through FY16-17

- ➔ **Objective** – Implement strategies to expand public awareness of the importance of improving and maintaining clean air
- ➔ **Objective** – Implement strategies to expand public engagement with air quality policy and enforcement
- ➔ **Objective** – Launch cross-media campaign to instill public commitment to clean air across Colorado, including issue briefs, original content on the website and other media strategies

FY17-18 and Beyond

- ➔ **Objective** – Sustain and grow public awareness and support of clean air policy and enforcement
- ➔ **Objective** – Motivate large-scale conservation practices
- ➔ **Objective** – Facilitate citizen initiatives and conversation practices

GOAL 3 – FOSTER EFFECTIVE PARTNERSHIPS AND REGULATORY COORDINATION WITH KEY STAKEHOLDERS

FY12-13 through FY13-14

- **Objective** – Maintain and advance current regulatory coordination and partnership efforts, such as those underway with:
 - ⇒ Public Utilities Commission
 - ⇒ Oil and Gas Commission
 - ⇒ Entities engaged in the Rocky Mountain National Park plan
 - ⇒ The Southern Ute Indian Tribe and similar entities with their own air quality regulation programs
- **Objective** – Create a tool to document and assess emerging strategic issues relative to each other in order to guide strategic actions and inform future partnerships and coordination efforts; update this tool on an ongoing basis
- **Objective** – Identify other commissions, stakeholders and entities where increased coordination would be appropriate and valuable, and begin to initiate that process
- **Objective** – Explore options for incentivizing strategic and collaborative emission reduction strategies, such as best management practices

FY14-15 through FY16-17

- **Objective** – Maintain and advance regulatory coordination and partnership efforts with key commissions, stakeholders and entities
- **Objective** – Incentivize strategic and collaborative emission reduction strategies between industry and environmental entities, such as voluntary best management practices in conjunction with a cross-media campaign

FY17-18 and Beyond

- **Objective** – Develop approaches to lessen the need for strict regulatory policies and oversight through voluntary and best management practices
- **Objective** – Demonstrate Colorado’s role as a national collaborative model for air quality control activities