



AGENDA

LANE REGIONAL AIR PROTECTION AGENCY
BUDGET COMMITTEE MEETING
MONTHLY BOARD OF DIRECTORS MEETING
THURSDAY MAY 9, 2024
11:00 A.M.

Virtual Participation

By Video: <https://us02web.zoom.us/j/82551664224>

By Audio: +1 253 215 8782

Meeting ID: 825 5166 4224

[Note: Start times for agenda items are approximate.]

In-Person Participation

Jesse Maine Meeting Room

Springfield City Hall

225 5th Street

Springfield, OR 97477

BUDGET COMMITTEE MEETING

1. **Call to Order** (11:00 a.m.)
2. **Approval of April 11, 2024 Budget Committee Minutes** (11:05 a.m.) Action
3. **Budget Discussion and Q & A** (11:10 a.m.) Discussion
4. **Budget Approval** (11:50 a.m.) Action
5. **Adjournment** of LRAPA Budget Committee Meeting (12:00 p.m.)

We endeavor to provide public accessibility to LRAPA services, programs, and activities for people with disabilities. People needing special accommodations to participate in LRAPA public hearings such as assistive listening devices or accessible formats such as large print, Braille, electronic documents, or audio tapes, should please contact the LRAPA office as soon as possible, but preferably at least 72 hours in advance. For people requiring language interpretation services, including qualified ASL interpretation, please contact the LRAPA office as soon as possible, but preferably at least 5 business days in advance so that LRAPA can provide the most comprehensive interpretation services available. Please contact the LRAPA Nondiscrimination Coordinator at accessibility@lrapa.org or by calling the LRAPA office at 541-736-1056.

Nos esforzamos por proporcionar accesibilidad pública a los servicios, programas y actividades de LRAPA para personas con discapacidades. Las personas que necesiten adaptaciones especiales, como dispositivos de asistencia auditiva, formatos accesibles como letra grande, Braille, documentos electrónicos o cintas de audio, deben comunicarse con la oficina de LRAPA con al menos 72 horas de anticipación. Para las personas que requieren servicios de interpretación de idiomas, incluyendo la interpretación calificada de ASL, comuníquese con la oficina de LRAPA al menos con 5 días laborables de anticipación para que LRAPA pueda proporcionar los servicios de interpretación que sean lo más completos disponibles. Para todas las solicitudes, envíe un correo electrónico al Coordinador de Antidiscriminatoria de LRAPA a accessibility@lrapa.org o llame a la oficina de LRAPA al 541-736-1056.



AGENDA

LANE REGIONAL AIR PROTECTION AGENCY
MONTHLY BOARD OF DIRECTORS MEETING
THURSDAY MAY 9, 2024
12:15 P.M.

Virtual Participation

By Video: <https://us02web.zoom.us/j/82551664224>
By Audio: +1 253 215 8782
Meeting ID: 825 5166 4224
[Note: Start times for agenda items are approximate.]

In-Person Participation

Jesse Maine Meeting Room
Springfield City Hall
225 5th Street
Springfield, OR 97477

CALL TO ORDER:

1. **Call to Order** (12:15 p.m.)
2. **Adjustments to Agenda** (12:15 p.m.)
3. **Public Participation (time limited to three minutes per speaker)** (12:18 p.m.)
 - A. **Comments on an Item on Today's Agenda**
 - B. **Comments on a Topic Not Included on Today's Agenda**
(Note: This is an opportunity for the public to bring up unscheduled items. The Board may not act at this time but, if it is deemed necessary, place such items on future agendas. Issues brought up under this agenda item are to be limited to three minutes' speaking time by the person raising the issue. If additional time is necessary, the item may be placed on a future agenda.)
4. **Comments from Board Members** (Note: This is an opportunity for Board Members to bring up unscheduled items regarding today's public comments, and/or written/electronic comments they have received. The board may not act at this time but if it deems necessary place such items on future agendas.)

EXECUTIVE SESSION

LRAPA Executive Session (12:20 p.m.)

Information

[Click here to join the meeting](#)

Meeting ID: 215 007 835 277 | Passcode: ErETGX | [Download Teams](#) | [Join on the web](#)

The Lane Regional Air Protection Agency's Board of Directors will now meet in executive session pursuant to ORS 192.660(2)(a), for the purpose of considering the employment of a public officer, employee, staff member or individual agent.

5. **Return to Open Session (12:45 p.m.)**
6. **Appointment of Executive Director (12:50 p.m.)** *Action*
 - A. Chair Saxion
 - B. Board Discussion
7. **Consent Calendar (1:00 p.m.)** *Action*
 - A. Approval of Minutes for April 11, 2024
 - B. Approval of Financial Report March 2024
8. **Citizens Advisory Committee (1:05 p.m.)** *Action*
 - A. Jim Daniels
 - B. Re-Application of Jim Daniels
 - C. Board Discussion
9. **Dashboard Report (1:10 p.m.)** *Information*
 - A. Management Team
 - B. Dashboard Report
 - C. Board Discussion
10. **Capital Improvement Project (1:20 p.m.)** *Information*
 - A. Lance Giles
 - B. Staff Report
 - C. Board Discussion
11. **Oakridge Air Status Report (1:30 p.m.)** *Information*
 - A. Travis Knudsen
 - B. Staff Report
 - C. Board Discussion
12. **Schedule Work Session of Board Goals (1:40 p.m.)** *Information*
 - A. Travis Knudsen
 - B. Board Discussion
13. **Directors Report (1:50 p.m.)** *Information*
 - A. Management Team
 - B. Report
 - C. Board Discussion
14. **Board Member Service Recognition (2:00 p.m.)** *Information*
 - A. Travis Knudsen
 - B. Board Discussion
15. **Adjournment of LRAPA Board Meeting (2:05 p.m.)**

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**LANE REGIONAL AIR PROTECTION AGENCY
MEMORANDUM**

To: LRAPA Board Members

From: Howard Saxion, Board Chair

Date: May 9, 2024

Subject: Executive Session Script

EXECUTIVE SESSION STATEMENT

In accordance with Oregon's Public Meetings Law, the Lane Regional Air Protection Agency's Board of Directors will now enter into an executive session pursuant to ORS 192.660(2)(a), for the purpose of considering the employment of a public officer, employee, staff member, or individual agent.

Representatives of the news media and designated staff shall be allowed to attend the executive session. All other members of the audience are asked to leave the room. Representatives of the news media are specifically directed not to report on or otherwise disclose any of the deliberations or anything said about these subjects during the executive session, except to state the general subject of the session as previously announced.

Please note that no decisions will be made during the executive session. At the conclusion of the executive session, we will return to open session and welcome the audience back into the room.

Thank you for your understanding and cooperation.



**LANE REGIONAL AIR PROTECTION AGENCY
MEMORANDUM**

To: LRAPA Board Members

From: Howard Saxion, Board Chair

Date: May 9, 2024

Subject: Appointment of Executive Director

STAFF REPORT

ISSUE STATEMENT

Following a thorough search process and complete consideration of final candidates, the Board of Directors is prepared to appoint a new Executive Director for the Lane Regional Air Protection Agency (LRAPA).

BACKGROUND INFORMATION

In September 2023, the position of Executive Director became vacant. Since then, the Board has been engaged in a search process to identify and select the most qualified candidate to lead the agency. The Board hired Karras Consulting to assist in the recruitment and evaluation of candidates.

During the executive session held earlier in this meeting, the Board reviewed the final candidates with intent to reach a consensus on the individual best suited to serve as LRAPA's next Executive Director.

GOING FORWARD

The Board is expected to be prepared to make a motion to appoint the selected candidate as the new Executive Director of LRAPA. In addition to the appointment, the Board will also need to authorize the Board Chair to sign an employment contract with the chosen candidate, outlining the terms and conditions of their employment.

Once appointed, the new Executive Director will assume the responsibilities of leading the agency, overseeing its operations, and ensuring the fulfillment of LRAPA's mission to protect public health, community well-being, and the environment.

STAFF RECOMMENDATION

Staff recommends that the Board make a motion to appoint the selected candidate as the new Executive Director of LRAPA and authorize the Board Chair to sign an employment contract with the appointed Executive Director, outlining the terms and conditions of their employment.



MOTION OPTIONS

1. Appoint [Candidate's Name] as the Executive Director of the Lane Regional Air Protection Agency, effective [Date], and authorize the Board Chair to sign an employment contract with [Candidate's Name], outlining the terms and conditions of their employment.
2. Delay the appointment of the Executive Director and direct staff to provide additional information or take further action as specified by the Board.



**LANE REGIONAL AIR PROTECTION AGENCY
BUDGET COMMITTEE
MEETING MINUTES
APRIL 11, 2024**

MEETING VIA ZOOM/ SPRINGFIELD CITY HALL

ATTENDANCE	
BUDGET COMMITTEE PRESENT:	STAFF PRESENT:
Lisa Arkin	Travis Knudsen, Public Affairs Manager
Bryan Cutchin	Lance Giles, Technical Services Manager
Mike Fleck	Max Hueftle, Operations Manager
Jared Hensley	Colleen Wagstaff, Finance & Enforcement Manager
Michael Johnston	Christina Ward, Finance Manager
Matt Keating	Heather Gravelle, Administrative Assistant
Dawn Kinyon	Robbye Robinson, Finance & Permit Coordinator
Ruth Linoz	Chris Coulter, Permit Writer
Dave Loveall	
Dylan Plummer	
Adam Rue	
Howard Saxion	
Steve Schmunk	
ABSENT/EXCUSED:	
Joe Pishioneri	

AGENDA	ACTION
REGULAR MEETING	
1. Call to Order.	Chair Ruth Linoz called the Budget Committee meeting to order at 11:00 a.m.
2. Approval of March 14, 2024 Budget Committee Minutes.	MOTION: Director Loveall moved, and Director Hensley seconded the approval of the March 14, 2024 Budget Committee meeting minutes. The motion passed unanimously.
3. Proposed Budget Presentation.	Mr. Knudsen introduced LRAPA's new Finance Manager, Christina Ward . Mr. Knudsen and Ms. Ward provided the proposed budget presentation to the committee. Items discussed included:

	<ul style="list-style-type: none"> • Budget Overview: LRAPA's proposed budget for the fiscal year 2024-2025, is \$7,889,500 and a General Fund budget of \$4,547,000. The budget complies with Oregon Local Budget Law and aligns with LRAPA's financial policies. The revenue sources total \$6,604,692, with the primary source being Intergovernmental funding at 60%. Expenditures are aimed at ensuring operational effectiveness, supporting a skilled workforce, and maintaining infrastructure and technology. • Funds and Staffing: Provided a breakdown of the Full Time Equivalent (FTE) staffing strategy, with a total of 19.00 FTEs. The General Fund's ending balance indicates a strong financial position. The Special Revenue Fund (Title V) is a self-sustaining program funded by fees from regulated facilities, with a budget of \$775,300. The Grant Fund supports environmental initiatives within the community, with a total of \$3,013,700 allocated to air quality projects. • Capital Outlay and Forecast: LRAPA's capital outlay for FY 2024-25 includes a total investment of \$1.43 million in infrastructure and technology. The financial forecast highlights expected revenue growth, control measures for expenditures, and the maintenance of financial reserves. The General Fund is expected to recover from a temporary dip due to office upgrades, and the Title V fund remains stable due to recent fee increases. • Strategic Plan and Conclusion: LRAPA's strategic budget plan for FY2024-25 emphasizes mission-driven budgeting, efficiency, and quality focus. The budget supports LRAPA's goal to enhance air quality in Lane County.
<p>4. Q & A.</p>	<p>The committee raised a question about the projected increase in PERS and whether the proposed budget correctly accounted for the growth over the next fiscal year. They also asked how LRAPA reflects the current liability related to the VOYA retirement plan and the PERS retirement plan. Discussion Followed.</p> <p>Mr. Knudsen responded that staff would thoroughly review the matter and a written response would be provided to the committee.</p>

	<p>Chair Linoz questioned the rise in marketing and outreach budget. Mr. Knudsen clarified that LRAPA aims to distribute informational mailers via USPS's Every Door Direct Mail Program to locals in Eugene/Springfield, timed with wildfire season's start, featuring a QR code for air quality tips. A smaller mail-out will also promote the Homewood Heating Program.</p>
<p>5. Consideration of Approval of Budget Document.</p>	<p>The Budget Committee is set to convene on May 9, 2024, for consideration of the budget document.</p>
<p>6. Adjournment of LRAPA Board Meeting</p>	<p>Chair Linoz adjourned the Budget Committee meeting at 12:02 p.m.</p>

(Minutes recorded by Heather Gravelle)



**BOARD OF DIRECTORS
MEETING MINUTES
APRIL 11, 2024**

**MEETING VIA ZOOM/ SPRINGFIELD CITY HALL JESSE MAINE ROOM,
SPRINGFIELD OREGON**

ATTENDANCE

BOARD PRESENT:	STAFF PRESENT:
Chair Howard Saxion	Travis Knudsen, Acting Director
Vice-Chair David Loveall	Lance Giles, Technical Services Manager
Bryan Cutchen	Max Hueftle, Operations Manager
Mike Fleck	Colleen Wagstaff, Finance & Enforcement Manager
Jared Hensley	Christina Ward, Finance Manager
Matt Keating	Heather Gravelle, Administrative Assistant
Michael Johnston	Beth Erickson, Permit Writer
Dylan Plummer	Chris Coulter, Permit Writer
	Robbye Robinson, Finance & Permit Coordinator
BOARD ABSENT/EXCUSED:	OTHERS PRESENT:
Joe Pishioneri	Dennis Karras, CEO, Karras Consulting
	Marissa Karras, Vice-President, Karras Consulting
	Jim Daniels
	Ben Larson
	David Van Der Harghen
	Karen Chavez

AGENDA	ACTION
REGULAR MEETING	
1. Call to Order.	Chair Howard Saxion called the regular meeting to order at 12:15 p.m.
2. Adjustments to the Agenda.	None.
3. Public Participation.	
A. Comments on an Item on Today's Agenda.	None.

B. Comments on a Topic Not Included on Today's Agenda.	None.
<p>4. Comments from Board Members.</p> <p>5. Consent Calendar.</p> <p>A. Approval of Minutes for March 14, 2024 Board of Directors Meeting.</p> <p>B. Approval of Financial Report February 2024.</p>	<p>Chair Saxion commended staff on the excellent budget presentation they provided during the Budget Committee meeting.</p> <p>MOTION: Director Loveall moved, and Director Fleck seconded the approval of the consent calendar.</p> <p>Director Fleck requested clarification of the financial report and staff provided details.</p> <p>The motion Passed Unanimously.</p>
6. Appoint Acting Director.	<p>Chair Saxion indicated that, in light of Ms. Sbragia's leave of absence, it would be necessary to designate an acting director. Discussion followed.</p> <p>MOTION: Director Fleck moved, and Director Loveall seconded to appoint Travis Knudsen as Acting Director. The motion Passed Unanimously.</p>
7. Authorize Chair to Negotiate Acting Director's Compensation.	<p>MOTION: Director Fleck moved, and Director Loveall seconded to compensate the Acting Director with the same salary as the Executive Director, effective retroactively to March 23, 2024, the date Ms. Sbragia delegated authority to Mr. Knudsen. The motion passed unanimously.</p>
8. Citizens Advisory Committee.	<p>Jim Daniels, Chair of the Citizens Advisory Committee (CAC), gave the Board an overview of the February 2024 CAC meeting. He then provided the Board with a synopsis of CAC applicant, Ben Larson, representing agriculture. Discussion followed.</p> <p>MOTION: Director Loveall moved, and Director Fleck seconded to appoint Ben Larson to the Citizen Advisory Committee representing agriculture. The motion Passed unanimously.</p> <p>Mr. Daniels announced the completion of the revised committee application questions, included in the Board packet for review. Discussion followed.</p>
9. Air Quality Permitting Rules Public Hearing.	<p>Chair Saxion asked Max Hueftle, Operations Manager, to provide a brief description of the proposed Air Quality Permitting Rules, which he did.</p>

	<p>Chair Saxion opened the public hearing at 12:50 p.m. and asked Mr. Hueftle to enter the affidavits of notice publication into the record.</p> <p>Mr. Hueftle placed into the record the publication verification for the Oregon Secretary of State Bulletin dated January 30, 2024.</p> <p>Chair Saxion asked those who had a desire to speak to indicate by raising their hand in person or virtually on Zoom. No one did. He asked if there was anyone else who hadn't signed up but wished to speak to indicate now if they would like to submit an oral comment on the proposed rulemaking. No one did.</p> <p>Chair Saxion announced the closure of the public hearing at 12:52 p.m., noting the absence of further comments. He then inquired if there were any remarks from the Board regarding the proposed rulemaking; there was not.</p> <p>MOTION: Director Loveall moved, and Director Fleck seconded to adopt the proposed revisions to the Air Quality Permitting Rules. The motion Passed unanimously.</p> <p>Chair Saxion noted that the rules would take effect immediately and thanked Mr. Hueftle and the staff for all their hard work.</p>
10. Budget Member Application/Process.	<p>Mr. Knudsen shared that LRAPA has created a new application process on its website to streamline the process for interested individuals to apply for the Budget Committee and to aid Board members in identifying potential candidates. Discussion followed.</p>
11. Service Recognition.	<p>Mr. Knudsen announced Kelly Conlon's upcoming retirement. In recognition of her contributions, a certificate of appreciation, signed by both Chair Saxion and Mr. Knudsen, will be presented to her.</p>
12. Director's Report.	<p>Mr. Knudsen presented an overview of the Director's Report. Director Fleck indicated his preference for the inclusion of a list of ongoing violators within the report. Additionally, Chair Saxion requested that the report prominently feature the principal categories of violations. Discussion followed.</p>

	Chair Saxion proposed the convening of a subsequent meeting or work session dedicated to the deliberation of the Board's goals and strategic objectives for the agency.
13. Summary of Executive Director Recruitment.	Dennis and Marissa Karras , Co-Founders of Karras Consulting provided the Board with an update on the Executive Director search.
13. Adjournment.	Chair Saxion adjourned the Board meeting at 1:10 p.m.

(Minutes recorded by Heather Gravelle)

From: [Lane Regional Air Pollution Agency](#)
To: [Public Affairs](#)
Subject: New Citizen's Advisory Committee Application
Date: Tuesday, March 26, 2024 8:39:16 AM

Name

Jim Daniels

Address

[REDACTED]

Phone

[REDACTED]

Email

[REDACTED]

Community Segment

Industry - \$0.00

Why do you want to become a member of the committee?

I want to continue to bring my air quality permit management experience to LRAPA.

Please give a brief description of any experience or training that qualifies you for this position:

I have worked for Rosboro Company for 36 years. For the last 31 years I have managed the company's Title V and ACDP permits.

I have been a member of the CAC since 2012, serving as the committee chair for the last five years.

Please list the community concerns or topics you would like to see addressed by this committee

I'd like to promote community awareness of LRAPA in all of Lane County.

Briefly describe your present or past involvement in relevant community groups. Please note that having no previous involvement will not disqualify you for appointment:

Member of the Building & Grounds Committee of First Presbyterian Church of Cottage Grove.


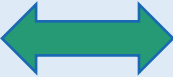



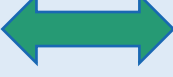
Are you currently serving on any advisory boards or committees? If so, which ones?

LRAPA CAC only.

This committee meets over the noon hour once a month, generally the last Tuesday. Are you available during this time?

YES

Sent from [Lane Regional Air Protection Agency](#)

National Ambient Air Quality Health Standards				
Clean Air Act Goal	Status	Trend	Expected Completion	Comments
Review revised national ambient air quality standards for ozone; assess the status of airsheds in Lane County, identify next steps as needed.	 Green		Revised ozone standard (70 ppb) adopted by EPA on 10/1/2015.	Current ozone levels, at both Saginaw and Amazon Park, are well below the 70 ppb EPA ozone standard. <i>New FEM ozone equipment is set-up and running. Ozone season runs May 1 to September 30.</i>
Maintain compliance with the annual PM _{2.5} air quality health standard in Eugene/Springfield, Cottage Grove, and Oakridge.	 Yellow		Ongoing	Non-wildfire influenced annual levels remain below the NAAQS for Eugene/Springfield, Cottage Grove, and Oakridge. Effective January 6, 2023, the EPA has finalized the tightening of the annual PM _{2.5} standards from 12 to 9 micrograms per cubic meter (µg/m ³). This revision, following a period of public commentary where levels between 8-11 µg/m ³ were considered, sets a more stringent benchmark for air quality. Utilizing data from 2022 to 2024, compliance with these new NAAQS will be assessed. Given the updated standard,, Oakridge will face challenges meeting these criteria and will require the submission of new Exceptional Event requests for it to avoid noncompliance. Other areas in Lane County may also encounter similar issues meeting the new standard, depending on potential 2024 wildfire impacts. ODEQ and LRAPA have submitted an Exceptional Event Concurrence Request to the EPA for the 2022 wildfire smoke impacts in Oakridge to ensure compliance with the lowered annual standard and is preparing a similar request for 2023.
Maintain compliance with the 24-hour PM _{2.5} and PM ₁₀ air quality health standard in Eugene/Springfield, Cottage Grove and Oakridge.	 Yellow		Ongoing	Non-wildfire influenced annual levels remain below the NAAQS for Eugene/Springfield, Cottage Grove and Oakridge. The Oakridge PM _{2.5} and PM ₁₀ Redesignation & Maintenance Plans were published in the Federal Register on August 22, 2022. The redesignation from nonattainment to attainment for



On Track
Requires No Extra
Attention



Concern
Requires Continued
Attention



Problem
Requires Priority
Attention






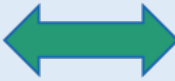
Improving
Positive Trend



No Change
Status Quo



Deteriorating
Negative Trend

National Ambient Air Quality Health Standards				
Clean Air Act Goal	Status	Trend	Expected Completion	Comments
				<p>the Oakridge-Westfir airshed took effect on September 22nd, 2022. Oakridge and Westfir are now considered to be in attainment of the newly updated NAAQS.</p> <p>On January 6, 2023, the EPA proposed leaving the current daily PM_{2.5} standard as is at 35 µg/m³. The proposal also included a request for comments on levels as low as 25 µg/m³.</p> <p>The updated PM_{2.5} standards were announced in February 2024 and the daily standard remained at 35 µg/m³.</p>
<p>Complete application for Targeted Airshed Grant.</p> <p>Complete work on State Implementation Plan (SIP) Maintenance Plan for continued Oakridge PM_{2.5} improvement and maintenance.</p>	 Green		Ongoing	<p>Targeted Airshed Grant to LRAPA announced by EPA on September 30, 2019. TAG 2.0 (\$2.73M) awarded by the EPA in 2022.</p> <p>The Oakridge PM_{2.5} and PM₁₀ Redesignation & Maintenance Plans (SIP) were published in the Federal Register on August 22, 2022. The redesignation from nonattainment to attainment for the Oakridge-Westfir airshed took effect on September 22nd, 2022. Oakridge and Westfir are now considered in attainment of NAAQS.</p>
<p>Continue development and implementation of "Oakridge Air" (Targeted Airshed Grant).</p>	 Green		Ongoing	<p>Work is being done on homes in Oakridge and Westfir. The Oakridge Air program enrolled a Seventh cohort of homes in the program. The program has submitted a formal 1-year extension and budget adjustment with the EPA to provide more time for interventions funded under this grant.</p> <p>Vendors willing to work in Oakridge are lower than desired due to demand of work in the more-local Eugene Springfield area. LRAPA, Good Company / Parametrix, and other Oakridge Air partners have coordinated efforts and modified policies to maintain and garner interest in working with the Program. Qualification Questionnaire: 543</p>



On Track
Requires No Extra
Attention



Concern
Requires Continued
Attention



Problem
Requires Priority
Attention



Improving
Positive Trend








No Change
Status Quo



Deteriorating
Negative Trend

National Ambient Air Quality Health Standards				
Clean Air Act Goal	Status	Trend	Expected Completion	Comments
				<p>Homes currently enrolled: 84 Initial Home Energy Audits: 76 Wood Stoves installed: 53 Ductless heat pumps installed: 57 Homes weatherized: 54 Completed Homes: 53</p> <p>Oakridge Air has been fully funded and awarded an additional \$2.73M in 2022 to continue this work for an additional two years.</p>

Air Toxics and Cleaner Air Oregon				
Priority	Status	Trend	Expected Completion	Comments
Continue to develop and implement programs, rules, and fee structures for area source National Emission Standards for Hazardous Air Pollutants (NESHAPs).	 Green		Ongoing as EPA finalizes new and revised NESHAP standards	Revised NESHAPs are included in permits at renewal or sooner if necessary.
Continue to perform long term trend air toxics monitoring at the West Eugene site and use current state funding to operate a rotating site.	 Green		<p>West Eugene site monitoring is ongoing.</p> <p>Rotating site currently in Oakridge, until Fall of 2023</p>	<p>In 2017 the Oregon Legislature approved funding for air toxics monitoring in Eugene area and five other areas of Oregon. LRAPA negotiated a cooperative agreement that currently allows for the operation of two air toxics monitoring sites in Lane County.</p> <p>Summary data was added to the LRAPA website and is current through 2021. It will be updated yearly when complete yearly data receives final QA approval.</p> <p>Current changes to LRAPA's website to 2022 summary data is scheduled to be addressed this past winter have not yet been implemented but is a recognized need and is prioritized as staff's resources of time allows.</p> <p>LRAPA moved air toxics monitors from Oakridge to Springfield in January 2024 as planned.</p>



On Track
Requires No Extra Attention



Concern
Requires Continued Attention



Problem
Requires Priority Attention





Improving
Positive Trend





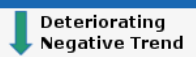
No Change
Status Quo


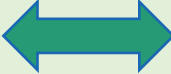



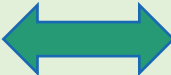


Deteriorating
Negative Trend

Air Toxics and Cleaner Air Oregon				
Priority	Status	Trend	Expected Completion	Comments
Implement the Cleaner Air Oregon program.	 Green		Ongoing	<p>In November 2019, staff publicized the ranking to prioritize the call-in of existing sources and announced the first 10 facilities to call-in. Five facilities have been called in: JH Baxter (JHB), Seneca Sustainable Energy (SSE), Willamette Valley Company (WVCO), Hexion Inc., and Emerald Forest Products #1 (EFP1), and work is ongoing. Arcimoto was a new source applying for a new permit that went through CAO as part of the initial permit issuance; their permit was issued on 7/1/22. SSE and WVCO completed their CAO Risk Assessments in 2022.</p> <p>LRAPA conducted a Level 1 Risk Assessment for JHB’s remaining emissions; a public hearing occurred on May 9, 2023 with the permit issued June 2023. EFP1’s CAO Level 3 Risk Assessment was submitted February 29, 2024, and is being reviewed. Seneca Sawmill Company was called into CAO on January 2, 2024, and their Level 3 Risk Assessment was approved on April 12, 2024. Hexion submitted a risk assessment plan in 2023, but review of that has been delayed by other projects.</p>

AirMetrics				
Priority	Status	Trend	Expected Completion	Comments
Maintain self-supporting operation, at break-even or better production levels	 Green		Ongoing	<p>In December 2023, the LRAPA Board elected to close the AirMetrics Enterprise Fund by selling its assets. This decision was made after considering various factors, including the departure of the sales and marketing manager, the need for restructuring to remain competitive, and the potential benefits of redirecting the enterprise funds to support other priority projects within LRAPA.</p>



Agency Administration				
Goal or Initiative	Status	Trend	Expected Completion	Comments
Update LRAPA strategic priorities annually	 Yellow		Updated provided May & October of each year as part of the review of this Dashboard report. Goals to be updated annually.	Reported recent successes and future priorities. Incorporated into dashboard and reported to the Board of Directors every six months. <i>Goals last reviewed and updated by LRAPA's Board in January 2022. A scheduled work session with the Board would make progress on this goal.</i>
Provide timely permits, inspections, and construction reviews	 Green		<i>Ongoing permitting. Inspections to be completed in the next federal fiscal year.</i>	LRAPA is on track to meet our current permitted source inspection commitments to EPA by September 30, 2024. Permitting backlog of expired permits that are extended administratively is decreasing: <i>14% overall in the October 2023 dashboard, and 10% now (0% of 14 Title Vs, 4% of 26 Standard ACDPs, and 25% of 28 Simple ACDPs).</i> <i>LRAPA has maintained the administratively extended Title V permits to no more than 20%.</i>
Improve compliance inspection, reporting and tracking	 Yellow		Ongoing	Working with LCOG to expand the development of a customized database for LRAPA called "LINFO". LINFO accommodates tracking data and information related to permitted sources; facility inspections reports; and is in the process of implementing complaints data. LRAPA is working to transition to standardized templates for permits, coupled with a standard peer review process. This will not only streamline the time required for reviews but also minimize errors. <i>LRAPA is currently in the recruitment process to hire a new inspector, a position that became</i>



On Track
Requires No Extra
Attention



Concern
Requires Continued
Attention



Problem
Requires Priority
Attention









Improving
Positive Trend



No Change
Status Quo



Deteriorating
Negative Trend

Agency Administration				
Goal or Initiative	Status	Trend	Expected Completion	Comments
				vacant after an inspector left the agency in March.
Maintain industrial source LRAPA rules	 Yellow		Ongoing	LRAPA proposed comprehensive industrial source rule changes to adopt the more stringent rules proposed by DEQ that were adopted by the EQC in November 2022, as well as other changes identified by staff. <i>The Board adopted these rules at the April Board meeting and LRAPA will be presenting them to the EQC in May for potential incorporation into the State Implementation Plan (SIP).</i>
Maintain financial stability and viability of LRAPA: develop a multi-year budget projection annually	 Green		Report to LRAPA Board in March of each year.	The financial forecast has been developed and will be presented to the Board during the FY25 budget process.
Maintain a full staff, and promote staff engagement in a positive work environment to foster program stability	 Yellow		Ongoing	<i>In December 2023, LRAPA successfully filled a vacant permit writer position, and in March 2024, a permanent Finance Manager was brought on board.</i> Currently, there are two open positions within the agency: an inspector who left in March and a permit writer who retired in April. LRAPA is in process of refilling these positions. The Board is actively engaged in the process of hiring a new Executive Director to fill the vacant position. Additionally, LRAPA is temporarily without an HR Director, who is currently on medical leave. To support the agency during this transitional period, LRAPA has brought in an Employee Resources and Operational Effectiveness Consultant.



On Track
Requires No Extra
Attention



Concern
Requires Continued
Attention



Problem
Requires Priority
Attention





Improving
Positive Trend



No Change
Status Quo



Deteriorating
Negative Trend

Agency Administration				
Goal or Initiative	Status	Trend	Expected Completion	Comments
Current financial reserves are at 120 calendar days minimum	 Green		Reserve policies are under review	<p>LRAPA is in a good financial position.</p> <p>LRAPA's FY'25 proposed budget sustains more than 120 calendar days of reserves.</p>

 <p>On Track Requires No Extra Attention</p>	 <p>Concern Requires Continued Attention</p>	 <p>Problem Requires Priority Attention</p>
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 <p>Improving Positive Trend</p>	 <p>No Change Status Quo</p>	 <p>Deteriorating Negative Trend</p>
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Purple text indicates areas of recent focus.



LANE REGIONAL AIR PROTECTION AGENCY MEMORANDUM

To: Chair Howard Saxion, and LRAPA Board Members

From: Lance Giles, Technical Services Manager

Date: May 9, 2024

Subject: Capital Improvement Project Update

STAFF REPORT

ISSUE STATEMENT

This staff report provides an update on the progress of LRAPA's Capital Improvement Project, which involves the remodel of the agency's current office space.

BACKGROUND INFORMATION

LRAPA is undertaking a significant remodel of its office space to improve functionality, efficiency, and the overall working environment for staff. The project requires the agency to temporarily relocate its operations during the construction phase.

GOING FORWARD

- **Legal Contract Documents:** LRAPA's legal counsel, Thorp Purdy Jewett Urness & Wilkinson, PC, have reviewed the contract documents for the remodel project. The law firm has provided a set of documents to replace the Division 00 section of the project manual, which includes items such as special requirements, invitation to bid, instructions to bidders, and various contract forms. These documents are more protective of the Agency and provide more opportunity for Agency review and input throughout the process.
- **Temporary Office Space:** LRAPA is exploring options for renting temporary office space during the remodel to ensure the continuation of in-person work and provide a place for staff to collaborate and maintain working relationships. The agency has toured available working areas at the Lane Council of Governments (LCOG) and is interested in utilizing this space. LRAPA is working with LCOG to draft an agreement and determine the potential cost for using the space.
- **Technology Upgrades:** To better facilitate work from home during the remodel, LRAPA is in the process of replacing staff desktops with laptops. This purchase was approved in the current fiscal year and will ensure that staff can continue to work efficiently and effectively while the office is under construction.
- **File Management:** In preparation for the move, LRAPA is working through old files in its storage area, shredding documents that are no longer required to be retained according to the applicable retention schedules. This effort will help minimize the amount of storage needed and streamline the moving process.



STAFF RECOMMENDATION

This is an informational item, and no formal motion is required. Staff recommends that the Board review the progress update on the Capital Improvement Project and provide any feedback or guidance as necessary.

LRAPA Board Report: Oakridge Air Program

May 2024

Coordination & Project Management

- **EPA EJ G2G grant:** The Oakridge Air team is excited to work with LRAPA on this additional grant towards increasing community resiliency from smoke and wildfire hazards.
- **TAG 1.0 extension request:** LRAPA submitted a Request for No-Cost Extension and Budget Adjustment for TAG 1.0 in March that is currently being processed by EPA. This amendment will extend the grant period through November 2025 and adjust some of the budget categories to better align with the reality and needs of the program on the ground.
- **Oakridge Air staff changes:** SWS hired August Reed as the new Outreach Coordinator and Mariah Hull transitioned into a part-time Project Assistant role to support the home heating upgrades program. These staff changes will help ensure the program is able to spend the home heating upgrade funds by the completion of the TAG 1 and TAG 2 grants.
- **Homes for Good partnership:** The Oakridge Air team, LRAPA, and Good Company are actively meeting with Homes for Good to pursue partnership and coordination opportunities for the programs to work more closely together on meeting the upgrade/weatherization needs of Oakridge residents.

Home Heating Upgrades

- **Celebrating 50 completed homes!** This exciting milestone brings us approximately a third of the way through the home heating upgrade program for both TAG 1 and TAG 2.
- *Below: Before and after pictures of a wood stove changeout and a new DHP*



- **Process improvements:** The SWS team has streamlined the cohort onboarding and pre- and post-audit processes to reduce delays and move homes through the program more efficiently.
- **Cohort 7 started in Q1:** Cohort 7 started in Q1. All pre-audits are complete along with the majority of SHPO clearances.
- **Program statistics:**
 - Qualifications Questionnaires completed– 543
 - Homes currently enrolled– 84
 - Homes with initial audits complete– 76
 - Completed homes– 53
 - After Action Reviews complete– 33
 - Homes where progress has stopped– 20
- **Change outs & upgrades completed to date:**
 - Wood stove– 53
 - Electrical Heat– 57
 - Weatherization– 54
- **Chimney sweep voucher program:** The chimney sweep voucher program is being successfully implemented with 2nd Chance Roof & Chimney having completed 52 chimney sweeps to date (valued at \$250/voucher).
- **Other home heating upgrade successes:**
 - Faster State Historic Preservation Office (SHPO) clearances
 - A Second electrical contractor is now available for the program
 - After action reviews (resident feedback and testimonials) are being completed thanks to additional staff capacity

Community Firewood Program

- **Brock’s Wood Lot, LLC:** Brock’s Wood Lot has been running the CFP since August of 2023. This has been a very successful partnership to date with an increase in the number of cords delivered, growth of the commercial firewood business, and positive feedback from the community.
- **100.25 cords were delivered in Q4-Q1:** 90% of customers qualified as senior, disabled or on the home heating exempt list.
- **CFP equipment maintenance and repairs:** Brock’s Wood Lot has continued to provide maintenance and requested some equipment repairs and small parts replacements that will be funded through the TAG 1.0 grant.

Education and Outreach

- **Electronic message centers (readerboards) complete:** In 2023, Oakridge Air worked in partnership with LRAPA, the City of Oakridge, and Oakridge School District to install new electronic messaging centers (readerboards) in Oakridge. The final board was installed this spring. These messaging centers are located at the Oakridge Fire Department, Dane D. Hendrickson Field, and Horton All-Sports Park (pictured below left to right). They are an excellent community resource, and can be utilized for smoke or other emergency messaging.



- **Oakridge Air Ambassador Program:** The Oakridge Air Ambassador Program has continued with a number of residents who participated in the home heating upgrade program being interested in learning more or becoming ambassadors.
- **Community meetings and events:**
 - In December, Oakridge Air attended the **Sugar Plum Festival** and the **Festival of Trees**.
 - In April, Oakridge Air hosted a community-focused **Semi-Annual Meeting open house** with refreshments, information stations, and door prizes.
 - SWS and Oakridge Air will participate in the annual **Tree Planting Festival** on May 3 - 5th, including handing out trees in the parade and tabling.
 - Oakridge Air is participating in the **OSD Outdoor School** on May 9th.
 - SWS and Oakridge Air partners will host the fourth annual **Wildfire Safety Expo** on June 12th.
- **Woodshed program with Oakridge High School CTE:** Woodsheds will continue to be constructed by Junior/Senior High School woodshop students through the end of the school year. Brock's Wood Lot continues to deliver woodsheds to the community.
 - 61 sheds have been constructed and delivered since 2022.
 - TAG 2.0 has funding for approximately 150 sheds.
- **University of Oregon research project:**
 - The UO survey to better understand public perception of smoke and community satisfaction with smoke communications has been completed and the research team will be sharing the survey findings with Oakridge Air and LRAPA in May.
 - UO will be submitting a final technical report detailing their work on the project that is expected to be delivered to LRAPA in early summer.
- **Oakridge-Westfir Chamber of Commerce People's Choice Awards:** South Willamette Solutions (Oakridge Air and the Southern Willamette Forest Collaborative) was named the 2023 Non-Profit of the Year through the Business Leadership People's Choice Awards.



**LANE REGIONAL AIR PROTECTION AGENCY
MEMORANDUM**

To: Chair Howard Saxion, and LRAPA Board Members

From: Travis Knudsen, Acting Director

Date: May 9, 2024

Subject: Schedule Work Session for Board Goals

STAFF REPORT

ISSUE STATEMENT

LRAPA's Board of Directors last updated their goals in January 2022. Some of these goals have been completed, while others are ongoing by nature. The Board has previously indicated a desire to review these goals annually. Due to the complexity of this topic and the competing needs for the Board's attention during regular meetings, staff recommends scheduling a dedicated work session to update the Board's goals.

BACKGROUND INFORMATION

The Board's goals serve as a guiding framework for LRAPA's strategic direction and priorities. Regularly reviewing and updating these goals ensures that the agency remains aligned with the Board's vision and can effectively allocate resources to address emerging challenges and opportunities.

GOING FORWARD

Staff proposes scheduling a work session in August, when the Board typically does not meet, or at another time that is convenient for the Board. This work session will be open to the public but may forego public participation to allow for focused discussion among Board members. The work session can be held entirely virtually if that facilitates easier engagement for the Board.

In preparation for the work session, staff recommends that the Board request input and insights from the Citizens Advisory Committee (CAC). As part of their role, the CAC is tasked with providing alternative perspectives for the Board's consideration, which can help inform the goal-setting process.

STAFF RECOMMENDATION

Staff recommends that the Board:

1. Schedule a work session in August, or at another suitable time, to review and update the Board's goals.
2. Request that the Citizens Advisory Committee provide input and insights for the Board to consider ahead of the work session.
3. Determine whether the work session should be held virtually or in-person to maximize Board member participation and engagement.



MOTION OPTIONS

1. Move to schedule a work session in August, or at another specified time, to review and update the Board's goals, and request input from the Citizens Advisory Committee in preparation for the work session.
2. Move to schedule a work session at a specified time to review and update the Board's goals, without requesting input from the Citizens Advisory Committee.
3. Take no action and continue to review the Board's goals during a regular upcoming Board meeting.

CURRENT BOARD GOALS

In January 2022, the Board established the following goals to drive LRAPA's efforts in protecting public health, community well-being, and the environment.

1. **Oakridge/Westfir Air Quality Improvement**
Objective: Seek EPA approval to improve air quality in Oakridge/Westfir.
2. **Internal Efficiency Enhancement**
Objective: Streamline internal processes and policies for improved efficiency.
3. **Pre-Budget Planning**
Objective: Plan ahead for budget committee meetings to ensure financial stability.
4. **Financial Stability Assessment**
Objective: Evaluate LRAPA's costs and explore funding sources for long-term stability.
5. **Website Redesign**
Objective: Improve LRAPA's website for better user access to air quality information.
6. **Community Engagement**
Objective: Increase interaction with communities to raise air quality awareness.
7. **Collaboration and Partnerships**
Objective: Strengthen relationships with local communities and industry for problem-solving.
8. **Funding Source Diversification**
Objective: Seek new funding opportunities to support air quality programs.
9. **Airmetrics Enterprise Evaluation**
Objective: Objective: Assess the effectiveness of Airmetrics in monitoring air quality.
10. **Complaint Intake Process Improvement**
Objective: Enhance the process for receiving and responding to air quality complaints.
11. **Regulatory Engagement**
Objective: Stay updated on air quality regulations through engagement with relevant organizations.
12. **Succession Planning and Staff Training**
Objective: Prepare for staff transitions through succession planning and training.



Director’s Report for April 2024

Meeting Date: May 9, 2024
 Department: Director’s Office
www.lrapa.org

Agenda Item No. 13
 Staff Contact: Travis Knudsen
 541-736-1056 ext. 217

April 2024 AQI CHARTS AND STATS:

April

Site	Date	Max AQI	Pollutant
Eug/Spfld	13-Apr-24	45	PM
Oak	18-Apr-24	36	PM
CottGrv	22-Apr-24	52	PM

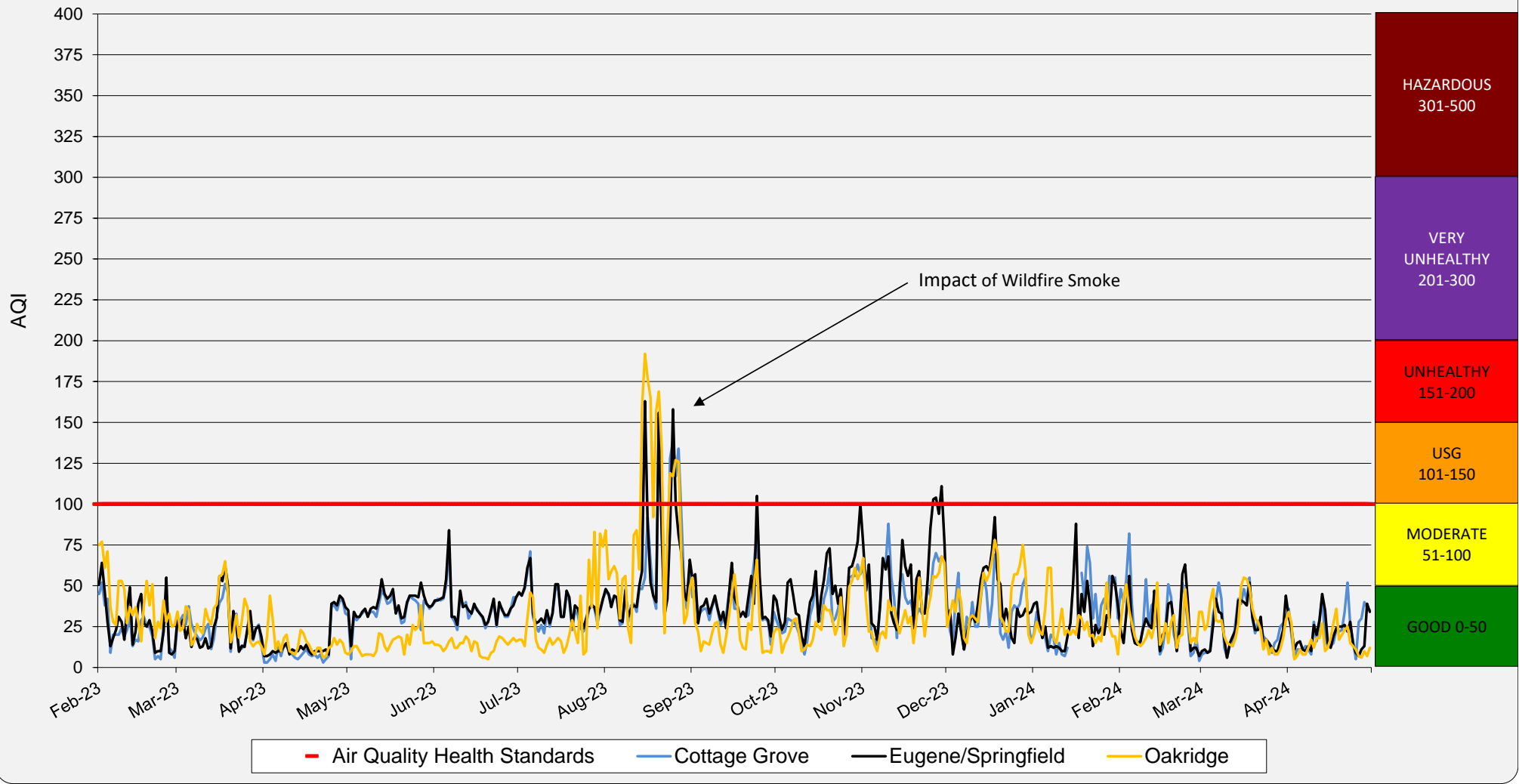
AQI	Eug/Spfld	Oak	CottGrv	AQI Range	PM2.5 Range, ug/m3
Good	30	30	29	0-50	0-12
Moderate	0	0	1	51-100	12.1-35.4
USG	0	0	0	101-150	35.5-55.4
Unhealthy	0	0	0	151-200	55.5-150.4
Very Unhealthy	0	0	0	201-300	150.5-250.4
Hazardous	0	0	0	301-500	250.5-500

Attachment No. 1: Air Quality Index (AQI) charts for Lane County (April 2024)

Attachment No. 2: PM2.5 index charts for Lane County (April 2024)

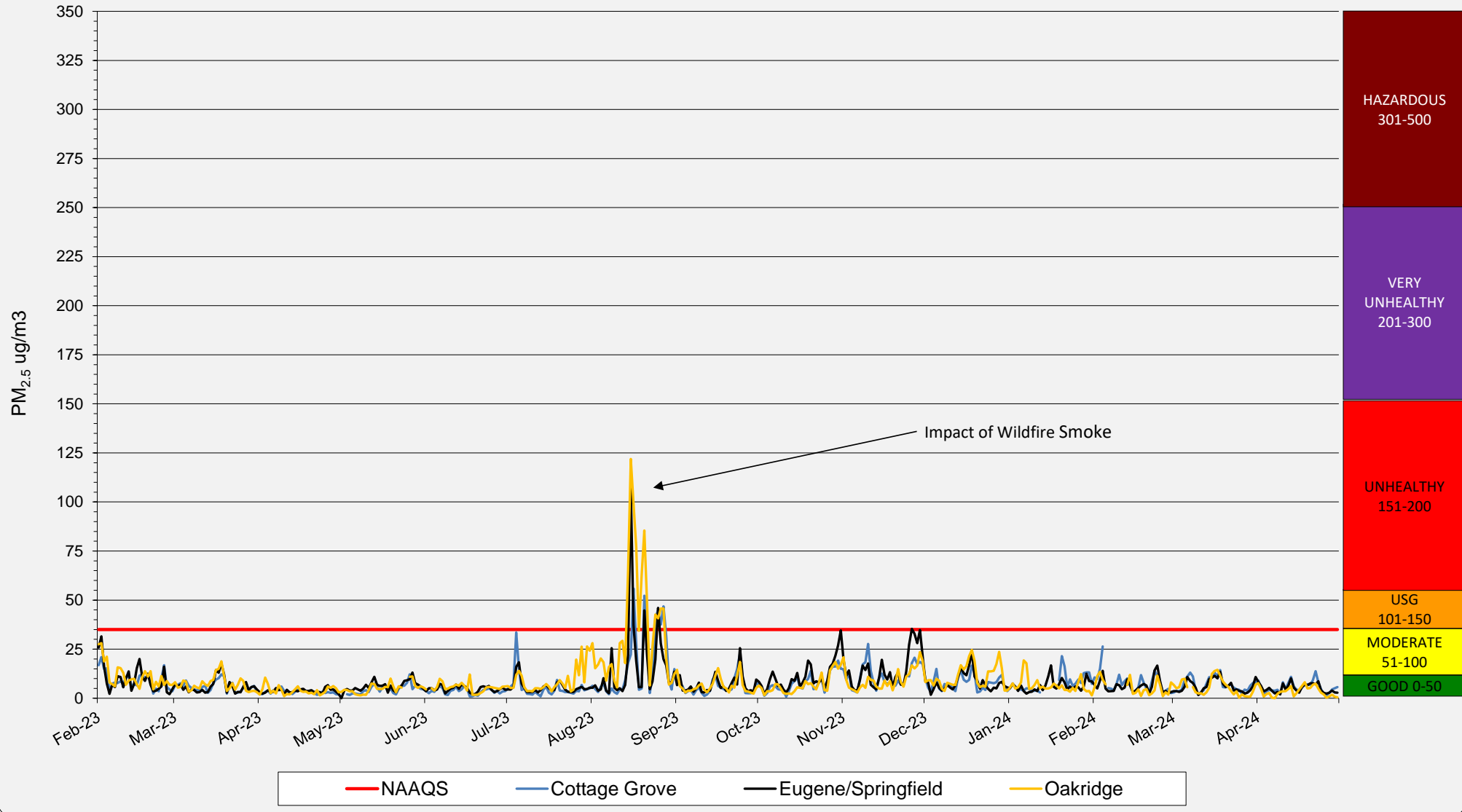
Daily Air Quality Index Chart

This 15-month chart demonstrates the seasonality of the pollutants.

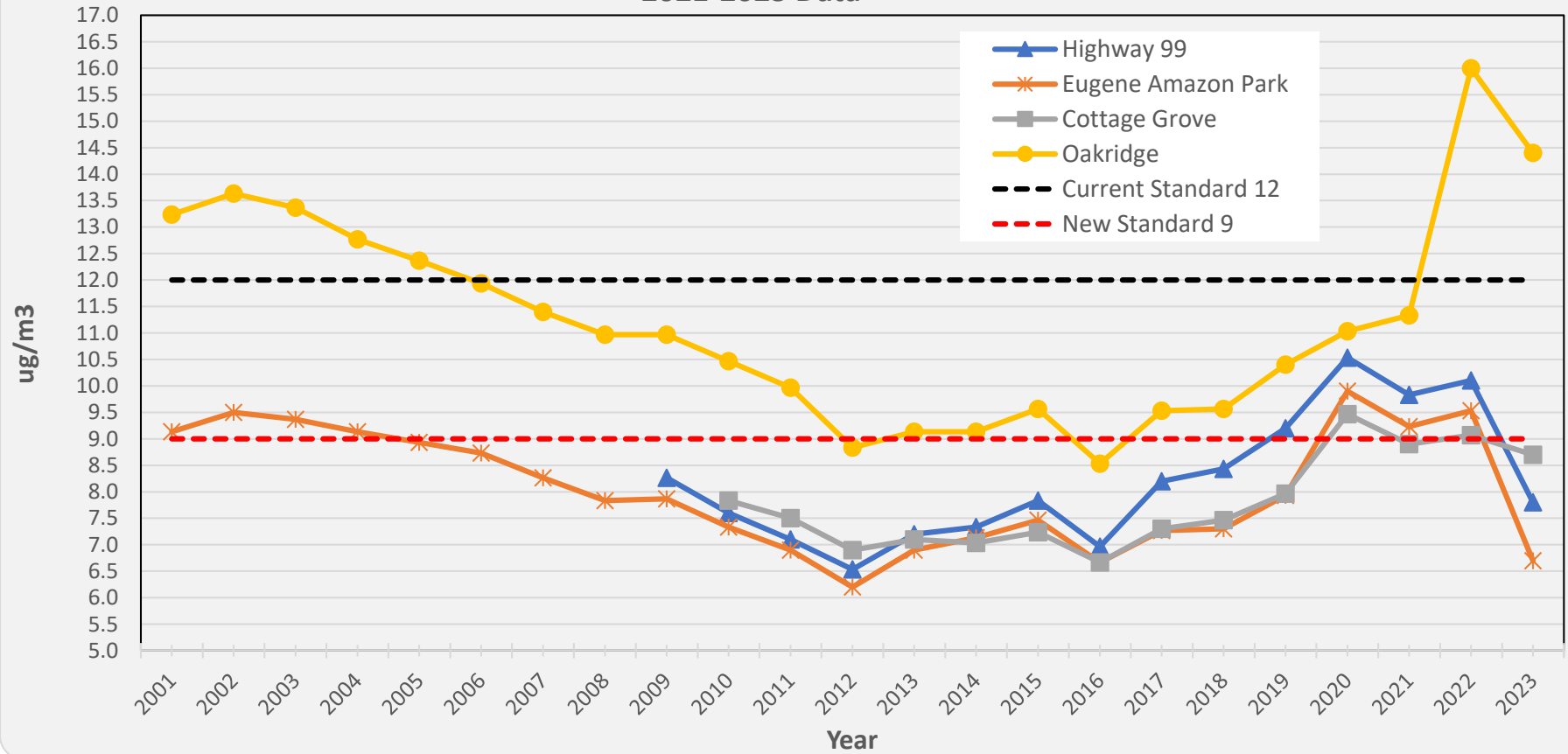


Daily PM2.5 Levels

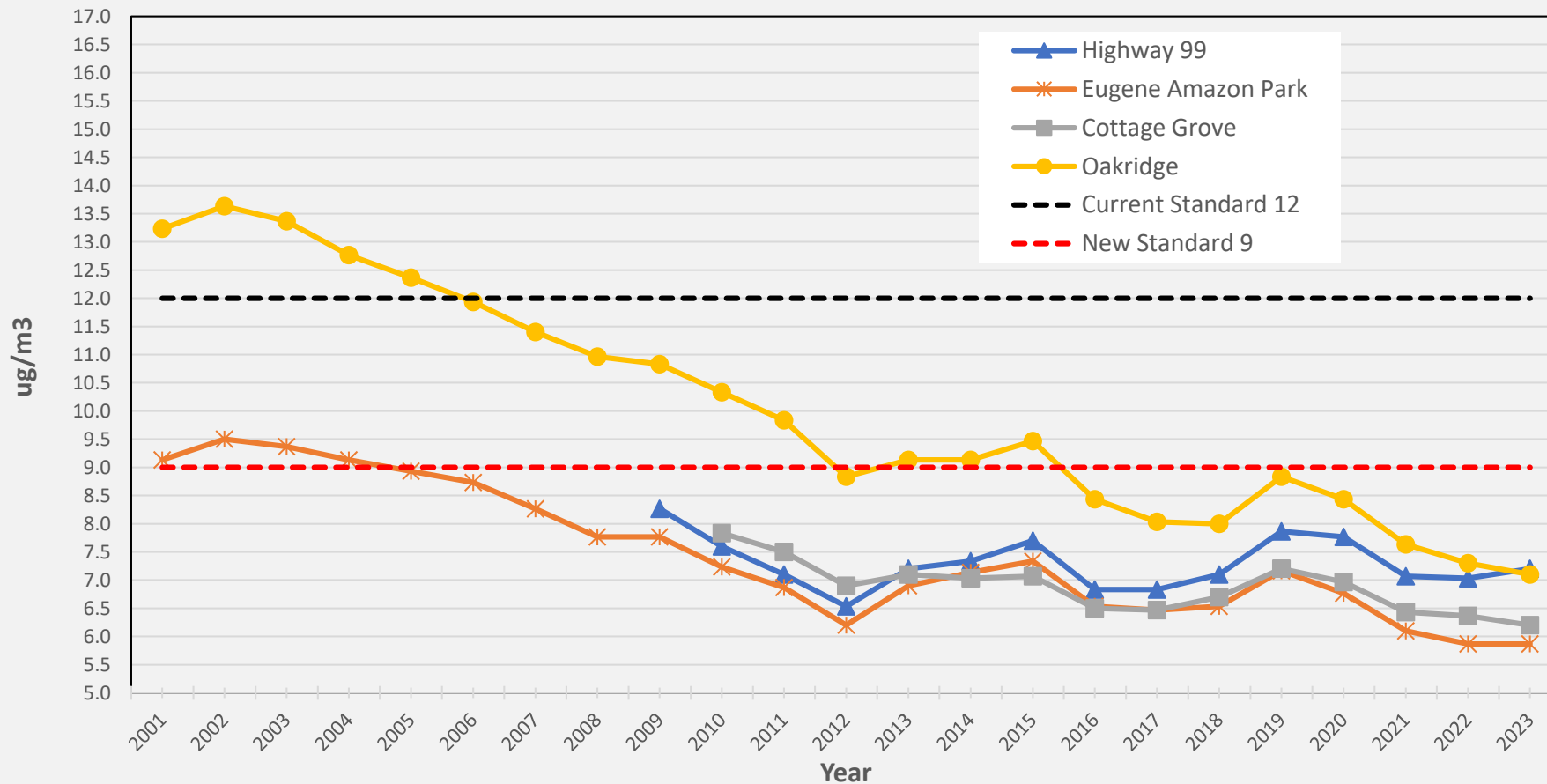
Daily Sampling, NAAQS Exceedance is Triggered on the 8th High



**PM2.5 - Annual 3-Year Average (includes wildfire data)
2021-2023 Data**



**PM2.5 - Annual 3-Year Average (excludes wildfire data)
2021-2023 Data**



COMPLAINTS RECEIVED: 4/1/2024 thru 4/30/2024:

Smoke complaints: 41
24 – Outdoor Burning
4 – Home Wood Heating
Industry:
3 – Arclin USA, LLC
2 – Murphy Plywood
1 – Marathon Coach, Inc.
Fugitive Dust
1 – Knife River
Miscellaneous Odor:
1 – Wood Chips
2 – Generator
1 – Marijuana
2 – Unknown
Total: 41

The calendar year 2024 compares to previous years:

Year	2019	2020	2021	2022	2023	*2024
Dust	15	17	26	12	7	1
Ag Burning / Spraying	6	2	7	2	3	0
General Air Quality	12	4	8	1	25	9
Home Wood Heating	128	74	57	67	52	21
Industry	170	100	336	198	97	26
Outdoor Burning	402	423	243	292	254	77
Slash Burning	16	12	10	6	12	0
Miscellaneous	67	59	40	102	72	7
Unknown	39	74	71	45	65	20
Total	855	765	798	725	587	161

* Year-To-Date

NEW/OPEN ENFORCEMENT ACTIONS STATUS REPORT
4/1/2024 to 4/30/2024

NEW: 4/01/2024 -- 4/30/2024: None.

Calendar year 2024 compared to previous years:

Year	2019	2020	2021	2022	2023	*2024
Notices of Non-compliance and Warnings	55	15	21	24	19	0
Notices of Violation with Civil Penalties	37	26	17	24	15	0

* Year-To-Date.

ENFORCEMENT: 4/01/2024 to 4/30/2024

Category of Violation	New	Follow-Up Action	Pending	Closed	Total
Asbestos	-	-	4	-	4
Industrial	-	-	3	-	3
Outdoor Burning	-	-	2	-	2
Fugitive Dust	-	-	-	-	-
Home Wood Heating	-	-	-	-	-
Totals	-	-	9	-	9

The complete enforcement report document is published on LRAPA’s Publication Reports and Factsheets [webpage](#).

OUTDOOR BURNING LETTER PERMITS: 4/01/2024 TO 4/30/2024

There was one Outdoor Burning Letter Permit (OBLP) issued in April 2024.

1. Issued Special Letter Permit 20B24-04-01 on April 29 to Shannon Carpani, 24887 Strike St., Veneta, to burn 40 cubic yards of Land Clearing debris located at Tax Lot #1706363400800, Veneta .

ASBESTOS ABATEMENT: 4/01/2024 to4/30/2024

For perspective, here is how the total number of asbestos abatement notices filed, how many were schools and the number of notices inspected for calendar year 2024 compares to previous years:

Calendar year 2024 compares to previous years:

Year	2019	2020	2021	2022	2023	*2024
Total Asbestos Abatement Notices	488	439	408	465	466	163
School Asbestos Abatement Notices (NESHAP)	16	25	20	16	17	6
Number of Asbestos Abatements Inspected	94	93	104	115	91	20

* Year-To-Date.

PERMITTING (TITLE V AND ACDP):

- Currently 14 sources, Title V permits
- Currently approximately 275 sources, air Contaminant Discharge Permits (ACDPs)

Permit activities:

Category of Permit Activity	Title V	ACDP	Registration	Total Active
New	2	5		7
Renewals	3	20		23
Modifications		4		4
Constructions	1			1
Registrations				
Terminated Permits		4		
Total Issued Permits Year-to-date	5	17		22

Permits placed on public notice:

Source Name	Reason for Public Notice	Type of Permit
Seneca Sawmill	Modification of ACDP and New Title V	ACDP modification to include changes in parallel with changing from a Standard ACDP to a New Title V.
Lanz Cabinet	New ACDP	Changing from Title V to Standard ACDP
Marathon Couch	Renew ACDP	Renewal of Simple High ACDP.
Lane Forest Products	Renew ACDP	Renewal of Simple High ACDP.
Attune	Renew ACDP	Renewal of Simple Low ACDP.
Pierce Fittings	Renew ACDP	Renewal of Simple Low ACDP.
Willamette Valley Company	Renew ACDP	Renewal of Simple ACDP.

Permits with public hearing notice:

Source Name	Reason for Public Hearing	Date of Public Hearing
Seneca Sawmill	ACDP Modification and New Title V	May 21, 2024

Permit backlog:

Permit Type	Total Number of Permits by Type	Number of Permits Extended Administratively	Percentage of Total (%)
Title V	14	0	0%
Standard	26	3	11%
Simple	28	7	25%
Total	68	10	10%

MEDIA INTEREST AND OUTREACH

Date	Media	Person	Topic
2/9/2024	KEZI	Robert Desaulniers	Springfield Burning Variance
2/25/2024	KEZI	Noah Chavez	Springfield Burning Variance
03/28/2024	Ore. News Service	Eric Tegethoff	Air Quality Awareness Week
03/28/2024	KVAL	Juliette Smith	Allergy Season
04/25/2024	KLCC	Tiffany Eckert	ALA Report
04/29/2024	KEZI	Aaron Arellano	ALA Report
05/03/2024	Eugene Emerald	Andres Baisch	ALA Report

In response to media interest regarding the "State of the Air" report by the American Lung Association (ALA), LRAPA has engaged with media representatives interested in understanding the factors contributing to the ranking of Eugene/Springfield as fourth on their list of worst air quality in the United States. LRAPA clarified that wildfire smoke remains the predominant cause of poor air quality ratings in the area. Specifically, for this report, air quality data from the 2020 Holiday Farm Fire, 2021 Middle Fork Complex Fire, and 2022 Cedar Creek Fire were included in ALA's determination and are the reasons the region ranked highly. Despite LRAPA's limited authority over natural wildfires, the agency is committed to working collaboratively with partners to enhance public awareness and preparedness during such events.

LRAPA published a press release in late April titled "LRAPA Prepares for Ozone Season." This release details the agency's readiness to monitor air quality, particularly ozone levels, during the warmer months. It highlights the operational status of ozone monitors and LRAPA's strategies for collective public efforts to manage health risks associated with high ozone levels, emphasizing the importance of personal actions to reduce ozone formation.

AGENCY GOALS AND UPDATES

In January 2022, the Board established the following goals to drive LRAPA's efforts in protecting public health, community well-being, and the environment. Below is an overview of each goal, accompanied by recent updates and milestones, with specific focus on activities in April, 2024.

1. Oakridge/Westfir Air Quality Improvement

Objective: Seek EPA approval to improve air quality in Oakridge/Westfir.

- Following the redesignation of Oakridge in September 2022, LRAPA continues to implement two targeted airshed grants in the area to further improve progress. The semi-annual meeting for Oakridge Air was successfully held on Monday, April 15th. The

event was structured as a casual open house, allowing attendees the flexibility to join us at their convenience during the allotted time.

2. Internal Efficiency Enhancement

Objective: Streamline internal processes and policies for improved efficiency.

- An internal focus on policies and procedures continues. Current focus is on enhancing internal file organization to improve access and manageability, with a comprehensive review and restructuring of the Org. folder system. This collaborative effort involves all staff and aims to align with everyone's workflows, targeting full implementation by the end of July.

3. Pre-Budget Planning

Objective: Plan ahead for budget committee meetings to ensure financial stability.

- Despite challenges due to executive and financial management changes, LRAPA remains engaged in the budget cycle. The first budget committee meeting to review the FY'25 budget occurred in April, marking good progress towards the planned board adoption in June.

4. Financial Stability Assessment

Objective: Evaluate LRAPA's costs and explore funding sources for long-term stability.

- LRAPA's budget forecast and assumptions indicate the agency's finances are stable.

5. Website Redesign

Objective: Improve LRAPA's website for better user access to air quality information.

- Following the website redesign in September 2022, ongoing improvements include the Citizen Advisory Committee review and enhancement the application page and question, which went live in April.

6. Community Engagement

Objective: Increase interaction with communities to raise air quality awareness.

- LRAPA continues to engage collaboratively with various stakeholders and agencies on soil remediation activities concerning J.H. Baxter in West Eugene. LRAPA is preparing a social media campaign for Air Quality Awareness Week the first full week of May. LRAPA participated in an in-studio interview celebrating local TV station KVAL's 70th Anniversary. This appearance will provide an opportunity to discuss LRAPA's initiatives and strengthen community engagement through local media.

7. Collaboration and Partnerships

Objective: Strengthen relationships with local communities and industry for problem-solving.

- LRAPA participated in several regional collaborative groups and committees meetings in April. These included Lane Regional Climate Collaborative, Oakridge Area Fire Safe Council, and Lane County Healthy Housing Collaborative.

8. Funding Source Diversification

Objective: Seek new funding opportunities to support air quality programs.

- LRAPA has been informed by DEQ that its prospects for increased budget support are constrained due to a lower prioritization of Climate and Environment in the governor's budget. Consequently, LRAPA's ability to secure enhanced funding through DEQ is significantly limited. Moving forward, LRAPA will need to directly engage Oregon legislators to advocate for its funding needs. However, there are restrictions on the extent of this engagement to avoid the need for official registration as lobbying, which may affect the agency's ability to secure new or additional legislative support in the upcoming long session.

9. Airmetrics Enterprise Evaluation

Objective: Assess the effectiveness of Airmetrics in monitoring air quality.

- Following the board's decision in late 2022 and 2023, Airmetrics is in the process of closing remaining operations. LRAPA plans to retain the Airmetrics location for storage during the agency's remodel.

10. Complaint Intake Process Improvement

Objective: Enhance the process for receiving and responding to air quality complaints.

- LRAPA has revised the internal complaint entry user interface in LINFO to streamline the process for staff to enter complaints and investigation results.

11. Regulatory Engagement

Objective: Stay updated on air quality regulations through engagement with relevant organizations.

- In March, the LRAPA board endorsed comments provided to the EPA regarding air quality regulations. Subsequently, the EPA amended its rule, potentially influenced by these and other external comments. While the direct impact of LRAPA's comments on this regulatory change is not clear, the adjustment aligns with our goals, and the process itself strengthened our collaboration with key stakeholders.

12. Succession Planning and Staff Training

Objective: Prepare for staff transitions through succession planning and training.

- LRAPA has advanced recruitment efforts. Applicants have been received for an open air quality inspector position, with first screening of candidates in early May. Additionally, a permit writer position was in late April to address a vacancy created by a recent retirement. In April the board also engaged in a preliminary review of candidates for the open Executive Director position in April.

TENTATIVE UPCOMING LRAPA BOARD AGENDA ITEMS

This schedule outline is a preview of anticipated upcoming agenda items.

June 2024

- Adopt FY25 Budget
- Employee Longevity Recognition
- Year-end Overview of Pre-audit Financials
- Capital Improvement Project
- Annual Report Review
- Employee Handbook Update

July 2024

- QR 3 & 4 Financial Update
- Audit Report
- Rivers to Ridges Presentation on Prescribed Burning

August 2024

- Board Goals Work Session

September 2024

- Discuss Partner Dues

October 2024

- Dashboard Report

November 2024

- Approve Partner dues
- Budget Update

December 2024 – No Meeting

January 2025

- Review upcoming appointments on Board and Committees
- Oakridge Air Status Report

February 2025

- Nominations/Appoint Board Chair and Vice-Chair
- Nominations/Appoint new Budget Committee Members and Budget Officer
- Budget Forecast



**LANE REGIONAL AIR PROTECTION AGENCY
MEMORANDUM**

To: Chair Howard Saxion, and LRAPA Board Members

From: Travis Knudsen, Acting Director

Date: May 9, 2024

Subject: Recognition of Joe Pishioneri's Service

STAFF REPORT

ISSUE STATEMENT

Joe Pishioneri, a member of LRAPA's Board representing the City of Springfield, has chosen not to run for re-election for his Springfield City Council position. As a result, Joe will be leaving the LRAPA Board upon the conclusion of his current term.

BACKGROUND INFORMATION

Joe Pishioneri has been a dedicated public servant, serving on the Springfield City Council and representing Ward 6, the Thurston area, for many years. He has been an active member of various committees and boards, including the Springfield Budget Committee, the Springfield Economic Development Agency, the Springfield Emergency Management Committee, the Springfield Finance & Judiciary Committee, the Springfield Police Advisory Committee, and the Metropolitan Wastewater Management Commission Board, in addition to his service at the Lane Regional Air Protection Agency.

Throughout his tenure on the LRAPA Board, Joe has been a strong supporter of the agency's mission and has demonstrated invaluable leadership, particularly as Board Chair during the Executive Director search following the retirement of the previous Executive Director, Merlyn Hough, and the through the challenges posed by the COVID-19 pandemic.

GOING FORWARD

As Joe Pishioneri's term on the LRAPA Board comes to an end, it is important to recognize and celebrate his service and commitment to the agency and the community. During this portion of the meeting, the Board and staff will take a moment to express their gratitude for Joe's contributions and the positive impact he has had on LRAPA and the region.

With Joe's departure from the LRAPA Board, his seat will be filled by a Springfield City Councilor which will be formally set by the council at a future meeting.

STAFF RECOMMENDATION

This is an informational item, and no formal motion is required. Staff recommends that the Board join in expressing gratitude for Joe Pishioneri's service and wishing him well in his future endeavors.

**LANE REGIONAL AIR PROTECTION AGENCY
DIRECTOR'S CONTRACT**

BETWEEN: Travis J. Knudsen ("Director")

[REDACTED]
[REDACTED]
[REDACTED]

AND: Lane Regional Air Protection Agency ("LRAPA")
1010 Main St.
Springfield, Oregon 97477

EFFECTIVE DATE: **May 10, 2024**

RECITALS:

A. LRAPA is a regional air quality control authority organized and operated pursuant to ORS Chapter 468A.

B. The Board of Directors of LRAPA ("Board") are authorized pursuant to ORS 468A.105 and Title 13 of the LRAPA Rules to enter into contracts on behalf of LRAPA and to appoint and fix the salary of the Director.

C. The Board, on behalf of LRAPA, and Travis Knudsen, desire to enter into this employment agreement ("Agreement" or "Contract") to define the terms under which Travis Knudsen shall serve as Director of LRAPA.

AGREEMENT:

NOW, THEREFORE, in consideration of the foregoing and the mutual covenants contained herein, the parties agree as follows:

1. Director Probation, Duties, Qualifications.

- a. **Probationary Period.** Starting from the Effective Date of employment, Director shall serve an initial Probationary Period of six (6) months, ending on November 10, 2024, during which time the Board shall provide in writing performance expectations and goals for Director to fulfill, to be attached to this Agreement as Exhibit A. On or before the end of the probationary period, the Board shall hold an executive session to provide Director with a performance evaluation. If the Board at its sole discretion determines Director has met the expectations and goals of the Probationary Period, the term of this contract shall extend to May 10, 2026.

**LANE REGIONAL AIR PROTECTION AGENCY
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- b. **Duties and Responsibilities:** Director agrees to fulfill the usual and customary duties and responsibilities of Director of LRAPA with integrity and to the best of their abilities, in recognition that the leadership position sets an example for staff and the public and as such is subject to the highest standards of character. Director shall comply with the requirements of ORS Chapter 468A, the LRAPA Rules, and all related Oregon laws; shall perform the functions and duties as provided in the Director's job description, as established by the Board, from time-to-time; shall abide by and comply with LRAPA's Employee Handbook and all other policies established by the Board, from time-to-time; and perform such other duties and functions as the Board shall, from time-to-time, specify and assign. Travis Knudsen shall act as Director on the terms and conditions set forth in this Agreement, and agrees to devote their exclusive, full-time attention (reasonable periods of illness excepted) to the performance of their duties under this Agreement.
2. **Salary and Benefits.** LRAPA agrees to provide Director with the following salary and benefits at LRAPA's expense. Any accrued benefits Director has already received from LRAPA shall transfer with the new position.
- a. **Salary.** During the term set forth in this Agreement, LRAPA agrees to pay Director for their services rendered pursuant hereto a monthly salary of \$11,955.11 (\$143,461.34 annually). Director's salary shall be payable in equal bi-monthly installments, and shall be subject to all of the other rules, regulations, and practices of LRAPA relating to the payment of wages, which shall include but not necessarily be limited to the making of appropriate deductions for such items as are properly chargeable against said salary (i.e. FICA, industrial insurance, pension deductions, etc.) and further shall be subject to the appropriate provisions and requirements of the annual Budget of LRAPA.
- b. **Medical Insurance.** Director shall receive health care benefits as described in the LRAPA Employee Handbook. Covered employees with medical benefits pay a premium via payroll deduction for themselves and if they so elect, an additional sum for covered dependents.
- c. **Life and Disability Insurance.** LRAPA shall provide life insurance under the benefit program described in the LRAPA Employee Handbook. To the fullest extent permitted by the applicable provider and policies, Director shall be permitted to continue such life insurance coverage upon termination of employment at their cost.
- d. **Retirement Program.** LRAPA participates in the Public Employees Retirement System (PERS); therefore, designation of the Director as a Tier I, Tier II, or Oregon Public Service Retirement Plan (OPSRP) member will depend on the Director's prior PERS service and PERS rules.

**LANE REGIONAL AIR PROTECTION AGENCY
DIRECTOR'S CONTRACT**

- e. **Vacation.** Director shall accrue vacation leave at the rate appropriate for an exempt employee for Director's years of service as described in the LRAPA Employee Handbook. Director shall not take more than fifteen (15) days of vacation each calendar quarter without prior approval of the Board.

- f. **Sick Leave.** Director shall be entitled to the same sick leave as other full-time employees, in accordance with the LRAPA Employee Handbook. Director, or a household member, must notify the appropriate staff of such illness prior to the start of the workday or otherwise as required in accordance with LRAPA policy.

- g. **Holidays.** Director shall have the same holidays as defined in the LRAPA Employee Handbook.

- h. **Reporting.** Director shall report promptly and monthly the use of all discretionary holidays, if any, and vacation and sick leave, in accordance with the requirements of the LRAPA Employee Handbook.

- i. **Professional Organizations and Conferences; Civic Involvement.** LRAPA hereby agrees that it is in LRAPA's best interest that Director set aside a reasonable period each year for their continuing education and professional development. LRAPA agrees to pay the professional dues and subscriptions of the Director necessary for their continuation and full participation in national, regional, state, and local associations and organizations necessary and desirable for their continued professional participation, growth, and advancement, and for the good of LRAPA. LRAPA hereby agrees to pay the travel and subsistence expenses of the Director for Board approved professional and official travel which may include professional development of Employee, attendance at the Air & Waste Management Association (AWMA) and the National Association of Clean Air Agencies, and such other national, regional, state, and local governmental groups and committees thereof which Director serves as a member. LRAPA also agrees to pay for the travel and subsistence expenses of Director for Board approved short courses, institutes, and seminars that are necessary for their professional development for the good of LRAPA. LRAPA recognizes the desirability of representation in and before local civic and other organizations, and Director is authorized to become a member of such civic clubs or organizations, for which LRAPA shall pay all Board approved expenses. Expenses for items in this subsection shall be designated in and not exceed the amounts specified in the approved annual budget. Director must obtain Board approval prior to incurring any expense in excess of \$500 or such expense shall not be reimbursed.

- j. **Injury Leave and Witness or Jury Duty.** Director shall be entitled to injury leave, and witness or jury duty in accordance with the LRAPA Employee Handbook.

**LANE REGIONAL AIR PROTECTION AGENCY
DIRECTOR'S CONTRACT**

- k. **Other Terms and Conditions of Employment.** The Board may from time-to-time fix any other terms and conditions of employment as it may determine to be reasonable and appropriate, provided the terms and conditions are not inconsistent, or in conflict, with the provisions of this Agreement.
- l. **No Bonus.** Director shall not receive any bonus, unless specifically approved by the Board for the Director.

3. Terms of Employment.

- a. **Probationary Period.** This Contract shall begin on the Effective Date, which also shall commence the Probationary Period of six (6) months as described in Section 1 of this Agreement.
- b. **Extension after Probation.** If the Board at its sole discretion finds Director has met the goals and objectives of their employment, the contract term shall extend to DATE, 2026. Subject to Section 12 (Amendments), documentation of the Board's decision under this section shall be attached to and become part of this Agreement as Exhibit C. Any further extensions shall likewise be attached to Exhibit C.
- c. **Termination after Probation.** If the Board finds Director has not met the goals and objectives of their employment, the Agreement shall terminate on November 10, 2024 and their employment shall be immediately terminated as though it were for Good Cause under Section 5 of this Agreement. Upon any such termination, Director shall be paid the salary and benefits accrued through the date of termination.
- d. **Section 5 Applicability.** If the contract is extended following the Director's successful completion of the Probationary Period, any subsequent termination must follow the requirements of Section 5 of this Agreement. However, a decision not to renew a contract that has a set term expiration date shall proceed according to Section 3.c. and Section 3.e. of this Agreement.
- e. **At-Will Employment.** Notwithstanding the contemplated term of employment, it is understood and agreed that Director is an "at will" employee serving at the pleasure of the Board of Directors. Director may be removed by the Board and this Agreement may be terminated at any time at the Board's sole discretion, based on an affirmative vote of a majority of the Board members. This Contract can be extended by mutual agreement of the parties. After the end of the Probationary Period, LRAPA shall provide Director no less than sixty (60) days advance written notice of its intent to not seek renewal of this Agreement.

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- f. **No Fraternization.** Director shall not fraternize, date, explore or develop personal relationships that go beyond the normal scope of employee interactions, or engage in flirtatious conduct with any employee or contractor of LRAPA. Those terms shall be given the broadest interpretation possible so as to prevent workplace romances or the appearance of favoritism.
4. **Performance Evaluation.** The Board shall review and evaluate the Director's performance no later than the end of the Probationary Period and annually thereafter, although the parties understand and agree that the date of evaluation may be extended in the sole discretion of the Board. Director will seek regular informal feedback on their performance from the Board.
5. **Termination.** This Agreement is subject to termination upon the following conditions:
- a. **Death or Disability of Director.** This Agreement is subject to termination upon the death or disability of the Director. Disability means the permanent inability of Director to perform Director's customary duties as Director of LRAPA due to a physical or mental condition, regardless of reasonable accommodation as required by law. If the duration of the disability is uncertain, then this Agreement will terminate only after such disability has existed for ninety (90) days.
- b. **Termination For Good Cause.** This Agreement may be terminated by LRAPA upon a reasonable good faith finding of Good Cause, as defined herein. If Director is terminated for Good Cause, they shall not be entitled to receive any severance benefits and shall be paid only the salary and vacation time accrued through the date of such termination. Notwithstanding the foregoing, the Board, at its discretion, may place Director on administrative leave in accordance with LRAPA policy and procedure as described in the LRAPA Employee Handbook or Human Resource procedures.
- c. **Good Cause.** As used in Section 5.b., above, "Good Cause" shall be defined and determined as including any of the following:
- i. A good faith finding by the Board of Directors that Director has committed any act or omission or engaged in a course of conduct that materially disrupts the conduct of business by LRAPA or unreasonably interferes with the ability of LRAPA's other employees to perform their duties; or
 - ii. The Board of Directors becomes aware Director has been arrested or arraigned for, or convicted of or entered a plea of guilty or no contest in a court of law to a felony, or to any crime involving violence, fraud, misappropriation or embezzlement, whether or not in connection with the assets or business of LRAPA; or

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- iii. A good faith finding by the Board of Directors that Director has violated the terms of this Contract or LRAPA policies or has failed to carry out or abide by the lawful directions or decisions of the Board; or
 - iv. A good faith finding by the Board of Directors of conduct by Director unbecoming or inappropriate for the chief executive officer of LRAPA, including but not limited to acts of dishonesty or self-dealing in connection with Director's work or other behavior such that the Board or staff has lost confidence in the Director's ability to lead LRAPA; or
 - v. A good faith finding by the Board of Directors that the Director's use of alcohol or drugs interferes with performance of their obligations under this Agreement; or
 - vi. A good faith finding by the Board of Directors that the Director has stolen, embezzled, defrauded, or converted to the Director's own use and benefit assets of LRAPA totaling over \$50 in the aggregate, or otherwise for any act or omission by Director, occurring or coming to light during Director's employment with LRAPA, that the Board reasonably judges to be likely to injure the operations or reputation of LRAPA.
- d. **Notice of Good Cause Termination.** When the Board of Directors has reason to believe that Good Cause exists for the termination of Director's employment, the Board shall notify Director in writing of such belief and the basis for it. If Director disagrees with such assertion, Director shall, within five (5) days of receipt of notification, so notify the Board in writing of such disagreement and the reasons therefor. Thereafter, a meeting shall be scheduled with the Board of Directors, at which meeting Director shall attend and may be represented by counsel and present any evidence in support of Director's position that Good Cause does not exist. The Board of Directors shall then decide whether Good Cause exists, and such finding shall be final. In the event Director does not notify the Board of Directors within five (5) days of receipt of notification, then it shall be conclusively presumed by all parties that Good Cause exists, and the termination of this Contract shall be final upon the sixth (6th) day following notification of Director that LRAPA believes Good Cause exists to terminate Director's employment.
- e. **Termination Without Cause.** In the event the Board, without Good Cause, terminates Director's at-will employment, the Board shall provide Director with a written notice of termination, which termination shall be effective at the date specified therein. The termination date shall be no less than thirty (30) days after the written notice of termination is provided to Director. The written notice of termination shall be final, and no other action shall be required of the Board. In the event the Board, without cause, terminates Director's employment, Director shall receive a three-month (3) severance payment of salary and accrued vacation

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to the maximum payout limit and any other benefits as described in the LRAPA Employee Handbook to which Director may be entitled upon termination, except the buyout provision in Section 6.3 shall not apply after the Board provides notice to the Director under this subsection. The severance payment and accrued vacation shall, at the Board's discretion, be due and payable in a lump sum.

- f. **Termination at the Request of the Director.** In the event Director wishes to terminate this Contract prior to the end date, they shall give LRAPA no less than sixty (60) days advance written notice. If Director fails to provide the full notice period, then upon the date of termination, the Director will be paid for days actually worked and holidays that occur prior to contract termination, but not for unused accrued vacation time or other benefits.
6. **Litigation Expense.** In the event of any litigation or other legal proceedings arising out of or related in any way to this Agreement, the prevailing party in such proceeding shall be entitled to recover such party's reasonable attorney's fees and litigation expenses incurred therein and in any appeal therefrom. This Agreement shall be governed by and construed in accordance with the laws of the State of Oregon. Any action or proceeding seeking to enforce or interpret any portion of this Agreement shall be brought in the Lane County Circuit Court of the State of Oregon.
7. **Drugs and Alcohol.** Director shall be subject to the Drug/Alcohol Policy in the LRAPA Employee Handbook.
8. **Expense Account.** LRAPA recognizes that certain expenses of a non-personal and job-related nature will be incurred by Director during the course of their employment and hereby agrees to reimburse them for any such business expenses incurred upon receipt of duly executed expense vouchers accompanied by receipts, statements or personal affidavits in accordance with IRS laws and regulations and LRAPA policy. Director shall present a monthly accounting of expenses to the Board President.
9. **No Assignment.** This Agreement is personal to Director and cannot be assigned by the Director to any other person.
10. **Indemnification.** LRAPA shall defend, hold harmless, and indemnify Director from any and all demands, claims, suits, and legal proceedings brought against the Director in their official capacity as an agent and employee of LRAPA, provided the incident arose while Director was acting within the scope of their employment. In no case shall individual Board members be considered personally liable for indemnifying the Director against such demands, claims, suits, actions, and legal proceedings. In no case shall LRAPA indemnify the Director where Director brings an action challenging a Good Cause termination under this Agreement.

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- 11. **Entire Agreement.** This Agreement represents the entire agreement between the parties and supersedes any prior agreements or understandings, whether oral or written, between the parties.
- 12. **Amendments.** This Agreement cannot be changed or terminated orally and may be modified only by a written agreement executed by both parties that specifically refers to this Agreement.
- 13. **Notices.** Any notices required under this Agreement shall be mailed by First Class Mail or by hand delivery (a) for LRAPA to the Board President and LRAPA General Counsel, and/or (b) for Director to their address as shown by the records of LRAPA.
- 14. **Review by Independent Counsel.** Director acknowledges the Board has advised him to have this Agreement reviewed by an attorney of his choice.
- 15. **Severability of Provisions.** The invalidity or partial invalidity of any portion of this Agreement will not affect the validity of any other provision. In the event any provision of this Agreement is held to be invalid, the remaining provisions shall remain in full force and effect.
- 16. **Effective Date.** This Agreement shall become effective when approved by the Board of Directors and signed by all parties.

LANE REGIONAL AIR PROTECTION AGENCY

By: _____
Howard Saxion, Board Chair

Dated _____

By: _____
David Loveall, Vice Chair

Dated _____

DIRECTOR

Travis Knudsen

Dated _____

EXHIBIT A

Probationary Period Performance Expectations and Goals

FINANCIAL

1. Improve financial controls.

Objective: Evaluate current financial control processes, identify and correct deficiencies.

- The agency's last audit showed a material deficiency in LRAPA's financial controls (for example, multiple users using the same log in). The Director should oversee a comprehensive examination of the agency's financial controls and make recommendations to the Board for improvement and remediation.

2. Improve meeting agenda items where the board is authorizing expenditures.

Objective: Board is satisfied with expenditure reports.

- The Director should provide greater clarity on expenses and project costs submitted to the Board for approval. Better agenda management and information delivery is necessary in order for Board members to properly assess how to proceed on agency financial proposals.

3. Articulate or create a cost allocation process.

Objective: Demonstrate notable progress toward process document completion.

- The Board needs to understand how each program pays the agency's overhead and other expenditures (FTE, indirect costs, allocated direct costs, etc.).

4. Provide the Board with LRAPA's Financial Policy.

Objective: Present Board with a policy draft for consideration by end of six-month probation period.

- If such a policy does not exist, the Director should cause one to be created and see that relevant staff receives the proper training.

5. Work with auditor and the Board on the financial goals described herein.

Objective: An audit with no material deficiencies.

- LRAPA should follow a coherent and consistent auditing policy and process that facilitates accountability and strategic oversight. The Director should work closely with the Board and the auditor to ensure the financial objectives are met.

OPERATIONAL

6. Improve Organizational Culture and Communication

Objective: Conduct an employee engagement survey within the first month and during the sixth month of employment and observe improvement in employee engagement and morale.

EXHIBIT A

Probationary Period Performance Expectations and Goals

- Develop and implement an action plan based on survey results within 6 months, addressing at least 3 key areas for improvement.
7. **Foster a Culture of Continuous Improvement and Innovation through AI Integration**
Objective: Research and identify an AI tool(s) that can be implemented to improve productivity and efficiency within the first 6 months.
- Provide training to all staff on the effective use of the selected AI tool(s), ensuring progress toward proficiency in their use within 6 months of implementation.
 - Recognize and reward employees who successfully integrate AI tools into their work and demonstrate measurable improvements in productivity or innovation.
 - Share the success stories and lessons learned from AI integration with other agencies or organizations to promote the adoption of innovative practices in the public sector.
8. **Ensure Successful Transition to Remote Work During Agency Remodel**
Objective: Develop a comprehensive plan for transitioning to remote work at prior to the remodel start date.
- Ensure that all critical functions and services continue uninterrupted throughout the remodel period.
9. **Enhance Organizational Structure and File Management**
Objective: Develop and implement a new internal agency file-drive structure within the first 6 months to improve file organization and accessibility.
- Ensure that 100% of staff are trained on the new file management system within 3 months of implementation.
 - Conduct bi-annual audits to ensure the file management system is being utilized effectively and make necessary improvements.
 - Establish clear guidelines and protocols for file naming, storage, and archiving to maintain long-term organizational efficiency.
10. **Ensure Human Resources Can Provide Required Staff Support**
Objective: Assess the current HR needs of the organization and identify areas where additional support may be required within the first month.
- Develop a succession plan to address potential scenarios related to the current HR director's return from medical leave.
 - Prepare for staff transitions through succession planning and training.

EXHIBIT A

Probationary Period Performance Expectations and Goals

REGULATORY

11. Oakridge/Westfir Air Quality Improvement

Objective: Continue to expand home heating interventions to improve air quality in Oakridge/Westfir.

By: _____
Howard Saxion, Board Chair

Dated _____

By: _____
David Loveall, Vice Chair

Dated _____

DIRECTOR

Travis Knudsen

Dated _____