.LRAPA BOARD OF DIRECTORS AGENDA ITEM SUMMARY

LRAPA
Lane Regional Air Protection Agency

Director's Report for October 2026

Meeting Date: November 12, 2026
Department: Director's Office
lrapa-or.gov

Agenda Item No. 7
Staff Contact: Travis Knudsen
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I. EXECUTIVE HIGHLIGHTS

Key accomplishments, challenges, and priorities from the past month.

EXECUTIVE SUMMARY

October brought more Moderate days as the season turned. Eugene-Springfield recorded 24 Good days and 7 Moderate days, peaking at an AQI of 59 on October 21. Oakridge and Cottage Grove each peaked at 58 in the last days of the month. Fine particulate drove every Moderate day. LRAPA issued no advisories and called no Yellow or Red home wood heating days. Fire season ended in mid-October, and the fall backyard burning window ran from October 17 through October 31. Staff received 64 complaints in October, 38 of them about outdoor burning. Outdoor burning complaints now total 327 for the year, more than any full year since at least 2021.

Three Title V permits and 42 ACDPs have been issued year to date. The permit backlog stands at 8 percent against a 20 percent target. The Grain Millers renewal is on public notice through November 18, and comment closed October 14 on the general permit renewal covering 111 gasoline stations. Staff have issued 40 notices of noncompliance and warnings this year, the most of any year since 2020. Enforcement detail is in Attach. No. 3.

Staff joined EPA's J.H. Baxter core team meeting as EPA prepares to remove up to 15 feet of contaminated soil, and continued to follow ODF's Smoke Management rules update. Matt Sorensen presented at the Residential Wood Heating Conference, spoke on a Department of Human Services panel, and installed indoor and outdoor PurpleAir sensors at the Campbell Community Center. At the Pacific Northwest Air & Waste Management conference in Anchorage, LRAPA staff gave three presentations. They covered woodstoves and wildfire smoke, Oregon's first approved drone methane monitoring at Short Mountain Landfill, and AI adoption in a regulatory agency.

Seven staff attended DEQ's fall inspector and permit writer forum, and two staff completed the Cascade Health leadership series on November 3. LRAPA also met with IEQ Technology, a Springfield software firm, about longer-term support for the LINFO database.

Four months into FY27, spending is below the year-to-date target in every fund. All funds together sit at 60.5 percent of target, and a new truck and server account for most of this year's capital budget. The FY26 audit will likely finish after the State's December 31 deadline, because no auditor can issue a single audit until the federal Office of Management and Budget publishes its final 2026 Compliance Supplement, and that release has no date.

This month the Board will hold the public hearing on the proposed Title 43 Asbestos Requirements and act on the October financial report. The Board is scheduled to consider adoption of the asbestos rules in January. Staff will brief the Board on AI at LRAPA, and the Board will recognize Director David Loveall for his years of service to LRAPA and to clean air in Lane County.

II. PROTECTING PUBLIC HEALTH & SERVING OUR COMMUNITY

Aligns with Customer/Stakeholder Perspective of the Balanced Scorecard framework and LRAPA's current goals 1, 2, and 5 which focus on public health protection, community engagement, and stakeholder relationships.

II.A. Air Quality Status & Trends for October 2026

*These metrics support **Goal 1 (Public Health Protection and Air Quality Education)** and **Goal 4 (Regional Air Monitoring and Analysis)**, tracking our performance against targets for "Good" and "Moderate" AQI days, data completeness, and timely reporting).*

October

Site	Date	Max AQI	Pollutant
Eug/Spfld	21-Oct-26	59	PM
Oak	30-Oct-26	58	PM
CottGrv	31-Oct-26	58	PM

AQI	Eug/Spfld	Oak	CottGrv	AQI Range	PM2.5 Range, ug/m3	Ozone Range, ppb
Good	24	25	27	0-50	0-9	0-54
Moderate	7	6	4	51-100	9.1-35.4	55-70
USG	0	0	0	101-150	35.5-55.4	71-85
Unhealthy	0	0	0	151-200	55.5-125.4	86-105
Very Unhealthy	0	0	0	201-300	125.5-225.4	106-200
Hazardous	0	0	0	301+	225.5+	201+

II.B. Community Response & Complaint Resolution

*This section supports **Goal 1 (Public Health Protection and Air Quality Education)** metrics for complaint response to demonstrates our commitment to addressing community concerns promptly and effectively.*

**Note: unique complainants in the (#). Complaints with more than one source type are counted once, under the most specific type.*

Category	Type	Count
Smoke Complaints: 45	Outdoor Burning (37)	38
	Home Wood Heating (4)	4
	Recreational Fire (1)	1
	Ecological Burn (2)	2
Industry: 11	9Wood, Inc. (1)	1
	All Machine Inc. (1)	1
	Delta Sand & Gravel Co. (Landfill) (1)	1
	Eugene/Springfield Water Pollution Control Facility (2)	3
	International Paper Company Springfield Mill (1)	1
	J.H. Baxter & Co. (2)	2
	Nation's Mini-Mix, Inc. (1)	1
	SFPP, L.P. Eugene Terminal (1)	1
Asbestos: 0	Asbestos	0

Notable: 8	Unknown	0
	Fugitive Dust	0
	Other (6)	6
	Out of Jurisdiction (2)	2
	TOTAL COMPLAINTS	**64**

Complaints by Year, 2021 to 2026 (YTD through October 31)

Category	2021	2022	2023	2024	2025	2026 YTD
Asbestos	9	22	10	12	21	20
Agricultural Activity	7	2	3	3	22	2
Ecological Burn	0	0	0	0	2	4
Fugitive Dust	26	12	7	8	17	12
Home Wood Heating	57	67	52	39	70	26
Industry	336	198	97	75	108	56
Miscellaneous	31	80	62	91	95	38
Outdoor Burning	243	292	254	253	266	327
Slash Burning	10	6	12	9	3	1
Wildfire	0	0	0	0	0	3
Unknown	71	45	65	79	136	32
Total:	**790**	**724**	**562**	**569**	**740**	**521**

II.C. Smoke Management & Wildfire Resilience

*This section aligns with **Goal 2 (Enhanced Wildfire Smoke Preparedness)**, tracking our smoke monitoring, advisory issuance, and coordination with state agencies, as well as smoke management activities for outdoor burning and home wood heating.*

Outdoor Burning, 2026-2027 Season

LRAPA regulates outdoor burning in Lane County to protect air quality and public health. Under Title 47, LRAPA has authority to regulate open burning practices, including determining when burns can occur. LRAPA aims to allow burning whenever possible while preventing air quality deterioration. Outdoor burning is only curtailed when monitoring or forecasts show potential for unhealthy air quality impacts.

Periods of Curtailment

Start	End	Areas	Curtailment	Reason
June 1, 2026	Oct. 2026	All Lane County	Full Prohibition	By Rule, Title 47-015(2)

Home Wood Heating, 2026-2027 Season

LRAPA regulates home wood heating under Title 16 to reduce PM2.5 emissions during periods of poor air quality. An advisory system (Yellow/Red Days) indicates when curtailment is needed. Yellow Day advisory request voluntary curtailment of wood burning except for those who depend on it as their primary heat source. Red Day advisories prohibit visible smoke from chimneys, with exemptions for economic hardship. Like outdoor burning, LRAPA only issues wood burning curtailment when air quality monitoring or forecasts indicate potential health impacts.

Periods of Curtailment

Areas	Yellow Days	Red Days
Eugene/Springfield	0	0
Oakridge	0	0

The home wood heating season opened October 1.

Outdoor Burning Letter Permits, 2025-2026 Season

LRAPA has authority to issue outdoor burning letter permits under Title 47. These permits allow specified burning that would otherwise be prohibited. This program also supports ecological benefits of prescribed fire while protecting public health through strict oversight and timing. LRAPA coordinates closely with land managers to ensure burns are conducted with minimal air quality impacts.

Permit No.	Issue Date	Permittee	Location	Material	Volume
20B25-06-01	June 30, 2025	Rivers to Ridges Partnership	85 units in Lane County	Ecological Burning	1456 acres
20B25-11-01	November 17, 2025	Casey Jones	82578 Sprague Ln	Land-clearing	50 cubic yards
20B25-11-02	November 17, 2025	U.S. Fish & Wildlife	Hwy 36 & Alvadore Road	Ecological Burning	28 cubic yards
20B25-12-01	December 2, 2025	Scott Gielish	32960 Dillard Rd	Land-clearing	60 cubic yards
20B25-12-02	December 2, 2025	Scott Gielish	T18S R3W sec. 33 Next door to 32960 Dillard Rd	Forest type debris	500 cubic yards
20B25-12-03	January 5, 2026	Willamalane Park & Rec District	205 Dorris Street, Springfield	Land-clearing	30 cubic yards
20B25-12-04	January 5, 2026	Port of Siuslaw	Map & Taxlot # 18-11-19-00-0011-00 (Rose Hill Rd), Florence	Land-clearing & demolition debris	69 cubic yards
20B26-01-02	January 26, 2026	Robbie Garcia	85393 Glenada Road	Land-clearing	60 cubic yards
20B26-03-01	March 24, 2026	Friends of Buford Park & Mt. Pisgah	Howard Buford Rec area - North Bottomlands, Meadowlark East	Forest slash debris	49 cubic yards
20B26-04-01	April 16, 2026	Chip Linn	82554 Siltcoos Station Road, Florence	Land-clearing debris	100 cubic yards
20B26-04-02	April 16, 2026	Clarence Dishner	T17S R12W Sec 25 TL 2604 on Ben Bunch Road, Florence	Land-clearing debris	70 cubic yards
20B26-04-03	April 27, 2026	Emerald Coalition	18707 Pataha Rd., Walton	Dimensional wood for a ceremonial burn	7 cubic yards
20B26-05-01	May 13, 2026	Nick Hong	80418 McKenzie Hwy, Springfield	Land clearing debris	26 cubic yards
20B26-05-02	May 19, 2026	Pete Carpani	Aspen Ridge Road, Veneta - Map and Tax Lot # 17-06-36-34-800	Forest slash/land clearing debris	10 cubic yards
20B26-06-01	June 30, 2026	Rivers to Ridges Partnership	Various locations in Lane County	Ecological burning	1400 acres

Permit No.	Issue Date	Permittee	Location	Material	Volume
20B26-10-01	October 14, 2026	Friends of Buford Park	Howard Buford Recreational Area (HBRA)	Forest slash cleanup	19 cubic yards

Wildfire Smoke Intrusions & Air Quality Advisories

LRAPA participates in Oregon's Wildfire Response Protocol for Severe Smoke Episodes, a coordinated system that connects federal, state, and local agencies during significant smoke events. LRAPA's role includes issuing local air quality advisories, coordinating public health messaging, and representing Lane County's interests in state-level response planning.

Air Quality Advisories Issued

Start Date	End Date	Areas Affected	Primary Pollutant
08-4-2026	08-6-2026	Lane County	PM2.5/Wildfire

Oregon Wildfire Response Protocol for Severe Smoke Episodes Meetings

Date	Topic	Advisory Issued
05-07-2026	Prep for Wildfire Coordination Calls	n/a
07-16-2026	Statewide Wildfire Smoke & Ozone Call	No
07-17-2026	Statewide Wildfire Smoke & Ozone Call	No
07-20-2026	Statewide Wildfire Smoke Call	No
07-22-2026	Statewide Wildfire Smoke Call	No
07-24-2026	Statewide Wildfire Smoke Call	No
07-27-2026	Statewide Wildfire Smoke Call	No
07-29-2026	Statewide Wildfire Smoke Call	No
07-31-2026	Statewide Wildfire Smoke Call	No
08-04-2026	Statewide Wildfire Smoke Call	Yes
08-06-2026	Statewide Wildfire Smoke Call	No
08-07-2026	Statewide Wildfire Smoke Call	No
08-10-2026	Statewide Wildfire Smoke Call	No
08-12-2026	Statewide Wildfire Smoke Call	No
08-14-2026	Statewide Wildfire Smoke Call	No
08-17-2026	Statewide Wildfire Smoke Call	No
08-19-2026	Statewide Wildfire Smoke Call	No
08-21-2026	Statewide Wildfire Smoke Call	No
08-24-2026	Statewide Wildfire Smoke Call	No
08-26-2026	Statewide Wildfire Smoke Call	No
08-28-2026	Statewide Wildfire Smoke Call	No
08-31-2026	Statewide Wildfire Smoke Call	No
09-02-2026	Statewide Wildfire Smoke Call	No
09-04-2026	Statewide Wildfire Smoke Call	No

II.D. Community Outreach, Education, & Building Partnerships

*This section supports **Goal 5 (Partnerships and Interagency Coordination)** metrics for partner engagement and stakeholder communication, strengthening relationships with stakeholders and enhancing public understanding of air quality issues.*

Media Log

Date	*Media*	*Reporter*	*Topic*
1-5-2026	Register Guard	Alan Torres	Amazon purchases $2M lot for e-commerce **LINK**
1-6-2026	Lookout	Michael Zhang	Deed shows land owned by Amazon **LINK**

Media Log

Date	Media	Reporter	Topic
1-7-2026	DJC Oregon	Alan Torres	Amazon purchases $2M lot **LINK**
1-9-2026	KEZI	News Staff	Air stagnation & Yellow HWH **LINK**
1-9-2026	KLCC	News Staff	Air stagnation & Yellow HWH **LINK**
1-13-2026	Prism News	Elena Rodriguez	Air stagnation & Yellow HWH **LINK**
1-16-2026	Register Guard	Alan Torres	Freezing Temps and AQ **LINK**
2-4-2026	Lookout	Ashli Blow	Tear-gas effects on Air Quality **LINK**
2-20-2026	Register Guard	Alan Torres	Eugene weighs 2 versions of industrial health standards **LINK**
3-19-2026	KEZI	News Staff	Mohawk Valley Fire Chief Urges Good Outdoor Burn Practices **LINK**
3-20-2026	Daily Dispatch	News Staff	Mohawk Valley Fire Chief Urges Good Outdoor Burn Practices **LINK**
4-22-2026	Lookout Eug-Spring	Ashli Blow	J.H. Baxter's pollution lingers near thousands in Bethel **LINK**
4-22-2026	Lookout Eug-Spring	Ashli Blow	Eugene-Springfield ranks No. 2 for worst air in U.S., lung association says **LINK**
4-22-2026	KEZI	Tayten Torgrimson	Eugene-Springfield area ranks among worst U.S. cities for air pollution **LINK**
4-23-2026	KMTR	Tiffany Lewis	Air agency cites wildfire smoke as key factor in Lung Association F grade **LINK**
4-23-2026	KVAL	Tiffany Lewis	Air agency cites wildfire smoke as key factor in Lung Association F grade **LINK**
4-28-2026	KLCC	Brian Bull	Air Quality for Eug. Spring. Listed among worst in US **LINK**
5-29-2026	KEZI	News Staff	Burn ban starts May 31 in Lane County **LINK**
5-29-2026	KMTR	News Staff	Burn ban starts May 31 in Lane County **LINK**
5-29-2026	KLCC	News Staff	Burn ban starts May 31 in Lane County **LINK**
5-29-2026	KVAL	News Staff	Burn ban starts May 31 in Lane County **LINK**
6-1-2026	KVAL	News Staff	LRAPA urges prep for wildfire smoke **LINK**
6-1-2026	KEZI	News Staff	Wildfire Smoke prep week **LINK**
6-4-2026	KLCC	News Staff	Wildfire Smoke prep week **LINK**
6-17-2026	KVAL	News Staff	Air Quality Impacted by Wildfire Smoke **LINK**
6-17-2026	KMTR	News Staff	Air Quality Impacted by Wildfire Smoke **LINK**
7-6-26	Register Guard	Hannarose McGuinness	American Lung Association Report Breakdown **LINK**
7-14-26	KLCC	Michael Dunne	American Lung Assoc. Report Breakdown **LINK**
7-15-26	KMTR	Avery Elowitt	Wildfire smoke readiness **LINK**
7-15-26	KATU	Avery Elowitt	Wildfire Smoke Readiness **LINK**
7-15-26	KVAL	Avery Elowitt	Wildfire Smoke Readiness **LINK**
7-21-26	Lookout Eug-Spring	Ashli Blow	Air quality nears unhealthy range **LINK**
8-3-26	Lookout Eug-Spring	Ashli Blow	Weyerhaeuser Title V Permit Renewal / Cleaner Air Oregon questions and follow-up before publication.
8-3-26	Register Guard	Alan Torres	Weyerhaeuser Title V Permit #208256 inquiry regarding permit impacts, emissions, and public comments. Wildfire smoke intrusions.
8-3-26	KEZI	News Staff	Smoke and heat arrive in Lane County this week **LINK**
8-3-26	KVAL	News Staff	Wildfire Smoke Impacts Lane County AQ **LINK**
8-3-26	KLCC	Rachael McDonald	Smoke expected to creep into eastern Lane County **LINK**

Media Log

Date	Media	Reporter	Topic
8-4-26	Lookout Eug-Spring	Ashli Blow	Weyerhaeuser air permit renewal **LINK**
8-4-26	KEZI	Eli Kuhn	Lane County air advisory clouds World Athletics U20 Championships **LINK**
8-4-26	KLCC	KLCC Staff	Most of OR under AQ advisory **LINK**
8-4-26	KVAL	News Staff	AQ advisory for Lane County due to Wildfire **LINK**
8-5-26	Lookout Eug-Spring	Ashli Blow	Wildfire Smoke Traps 'unhealthy' air in region **LINK**
8-5-26	Lookout Eug-Spring	Owen Murray	World Athletics U20 Championships monitor wildfire smoke **LINK**
8-5-26	Register Guard	Alan Torres	Eug-Spring has 4th worst AQ in Oregon **LINK**
8-5-26	Coast Radio	George Henry	Poor Air Quality **LINK**
8-5-26	Register Guard	Chris Hansen	Poor AQ, notable performances at World U20 **LINK**
8-6-26	KEZI	News Staff	Worst smoke since '20 in Lane County finally easing **LINK**
8-6-26	KLCC	KLCC Staff	Relief from smoky air coming to valley **LINK**
8-6-26	KXCR 90.7 FM	Larry Bloomfield	Interview request regarding Lane County wildfire smoke and air quality impacts. Responded with offers for interview, no response.
8-6-26	Register Guard	Alan Torres	Another day of poor AQI prompts cancellations **LINK**
8-7-26	KEZI	News Staff	Smoke and heat linger Fri. **LINK**
8-24-26	Lookout Eug-Spring	Leo Brown	Light smoke in valley 8/24 **LINK**
8-25-26	Register Guard	Bayla Orton	Light smoke intrusion 8/24. **LINK**
8-31-26	KMTR	News Staff	Wildfire smoke pushes into Valley **LINK**
8-31-26	Register Guard	Alan Torres	Wildfire smoke pushes into Valley **LINK**
8-31-26	KVAL	News Staff	Wildfire smoke pushes into valley **LINK**
8-31-26	Lookout Eug-Spring	Leo Brown	Mt. Hood Fire brings smoke **LINK**
9-1-26	Lookout Eug-Spring	Ashli Blow	What is in wildfire smoke? **LINK**
9-11-26	Lookout Eug-Spring	Ashli Blow	LRAPA raises ACDP fees **LINK**
9-11-26	KEZI	News Staff	New asbestos rules up for comment **LINK**
9-12-26	Lookout Eug-Spring	Ashli Blow	Field Burning Smoke drifts into valley **LINK**
9-14-26	Cottage Grove Sentinel	News Staff	New asbestos rules up for comment **LINK**
9-16-26	Register Guard	Haleigh Kochanski	LC uses ecological fire at Mt. Pisgah **LINK**
9-17-26	KLCC	Karen Richards	New asbestos rules up for comment **LINK**
9-17-26	Lookout Eug-Spring	Ashli Blow	Baxter is Superfund, What does it mean **LINK**
9-21-26	KLCC	Karen Richards	LRAPA increases ACDP fees **LINK**
9-29-26	KVAL	News Staff	Fire Season Continues **LINK**
9-29-26	KEZI	News Staff	County burn ban to mid-Oct **LINK**
9-29-26	Cottage Grove Sentinel	News Staff	Fire Season Continues **LINK**
9-29-26	KMTR	News Staff	Backyard Burning Still Prohibited **LINK**
9-30-26	Lookout Eug-Spring	News Staff	Backyard Burning Still Prohibited **LINK**

Media Log

Date	Media	Reporter	Topic
10-15-26	KVAL	News Staff	Backyard Burning Opens 10/17 **LINK**
10-15-26	KEZI	Rachel McConaghie	Lane County Ends Fire Season **LINK**
10-15-26	KLCC	Rachael McDonald	End Fire Season w/ Caveats **LINK**
10-15-26	KMTR	News Staff	Backyard Burning Opens 10/17 **LINK**
10-30-26	KEZI	News Staff	Backyard Burning Closes 10/31 **LINK**
11-1-26	KLCC	News Staff	Backyard Burning Closes 10/31 **LINK**

J.H. Baxter Core Team Meeting (Oct. 6th, Online)
LRAPA Executive Director, and Public Affairs Manager, attended a community engagement meeting led by the EPA, in coordination with Oregon DEQ, regarding cleanup efforts at the J.H. Baxter site. The group discussed recent additional funding for Time Critical Removal Actions, which will allow the EPA to remove up to 15 feet of targeted soil contaminated with creosote and other chemicals. EPA and DEQ staff also addressed questions from community members, so participants could share accurate information with the broader community.

Oregon Dept. of Forestry Smoke Management Rules Advisory Committee (RAC) (Oct. 7th, Online)
Matt Sorensen, Public Affairs Manager, attended the rule development meeting of the Oregon Department of Forestry's Smoke Management Rules Advisory Committee, led by Levi Hopkins (ODF). The RAC is reviewing and updating Oregon's Smoke Management rules, with meetings expected to continue into late fall. LRAPA is monitoring this process closely, as ODF's smoke management rules directly intersect with LRAPA's own prescribed burning permit authority and regional air quality coordination.

Presentation at Residential Wood Heating Conference (Oct. 20th, Portland)
Matt Sorensen, Public Affairs Manager, gave a presentation titled: Woodstoves to Wildfire- Rethinking Community Air Quality Improvement Strategies. The presentation highlights how communities like Oakridge have made real progress cutting wintertime PM2.5 through woodstove changeouts, home energy upgrades, and local air quality initiatives. But intensifying wildfire smoke, often originating far outside the region, is increasingly overwhelming those local gains and how improving long-term air quality will require pairing community-level interventions with landscape-scale wildfire risk reduction.

Panel Member for Dept. of Human Services Mini-Conference (Oct. 29th, DHS Springfield)
Matt Sorensen, Public Affairs Manager, participated in a panel for the Dept. of Human Services' Equity and Inclusion Committee, attended by over 25 DHS staff. The panel also featured two staff from Beyond Toxics. Panelists discussed environmental impacts on the community, how their organizations support efforts to protect public health, and what they're excited to be working on in the coming months and years.

Install 2x PurpleAir Sensors at Eugene Campbell Community Center (Nov. 2nd, Eugene)
Matt Sorensen, Public Affairs Manager, installed two PurpleAir sensors at the Campbell Community Center, one monitors indoor air quality, and one monitors outdoor air quality. The sensors will give staff real-time data to guide decisions about outdoor activity for seniors and staff using the facility, and to help ensure indoor air quality remains safe during wildfire season.

Rivers to Ridges Ecological Burning Meeting (Nov. 4th, LRAPA Springfield)
LRAPA hosted the Rivers to Ridges ecological burn group led by Ian Appow, Upper Willamette Soil & Water Conservation District as they discussed and reviewed the 2026 prescribed burn season. Meetings are held in LRAPA's boardroom as part of LRAPA's community outreach efforts.

Presentation at Pacific Northwest Air & Waste Mgt. Conference (Nov. 5th, Anchorage, Alaska)
Matt Sorensen delivered the Woodstoves to Wildfire- Rethinking Community Air Quality Improvement Strategies presentation at the Pacific Northwest Air & Waste Management Association Conference held in

Anchorage, Alaska. The presentation highlights how communities like Oakridge have made real progress cutting wintertime PM2.5 through woodstove changeouts, home energy upgrades, and local air quality initiatives. But intensifying wildfire smoke, often originating far outside the region, is increasingly overwhelming those local gains and how improving long-term air quality will require pairing community-level interventions with landscape-scale wildfire risk reduction.

Presentation at Pacific Northwest Air & Waste Mgt. Conference (Nov. 6th , Anchorage, Alaska)
Max Hueftle, Operations Manager, presented LRAPA's experience evaluating and approving EPA's Other Test Method 51 (OTM-51). OTM-51 uses drones to perform Method 21 surface emission monitoring at landfills. Short Mountain Landfill wanted to use it, but OTM-51 had not been approved in Oregon, and it was unclear how drone monitoring fit under the state's Landfill Gas Emissions Rule. LRAPA worked with the facility, its consultants, Oregon DEQ, and EPA, and approved conditional use of the method. Short Mountain became the first landfill in Oregon to use drones to meet state and federal surface methane monitoring requirements. Since then the facility has found more methane leaks than traditional monitoring did, including on steep slopes crews could not safely reach before. It has also improved data quality, monitoring efficiency, and worker safety.

Session Chair and Presentation at Pacific Northwest Air & Waste Mgt. Conference (Nov. 6th, Anchorage, Alaska)
Travis Knudsen, Executive Director, chaired the session on Artificial Intelligence and Other Tools for Regulators and presented on AI adoption in regulatory agencies. The talk drew on LRAPA's spring staff survey. Many staff treat AI as an answer box. They try it once, get an imperfect result, and step away. Staff who treat AI as a thinking partner and work through problems with it report skill growth, better work, and time saved. The presentation explored what that shift asks of any workforce. Agencies need to decide which skills to build through iterative work with AI and which to keep in human practice by design. Attendees left with a working frame, examples from LRAPA, and practical changes for their own AI use.

III. MAINTAINING REGULATORY EXCELLENCE

Aligns with Internal Process Perspective of the Balanced Scorecard framework and LRAPA's current goals 3 and 4—ensuring compliance with air quality standards through effective monitoring, permitting, and enforcement.

III.A. Stationary Source Permitting Progress & Efficiency

*This section supports **Goal 3 (Regulatory Compliance, Permitting, and Industrial Emissions Management)** metrics for permit issuance timeliness, permit backlog rate, and area NAAQS compliance.*

Permitted Sources

- Currently 15 sources hold a Title V operating permit in Lane County.
- Currently approximately 275 sources hold an ACDP.

Permits in Queue			
Category of Permit Activity	**Title V**	**ACDP**	**Total In Queue**
New	-	5	5
Renewals	5	4	9
Modifications	1	2	3
Constructions	1	-	1
Terminated Permits	-	-	-

Stationary Sources Permits Issued, *Year-to-Date*

- Title V Operating Permits: 3
- Air Contaminant Discharge Permits: 42

Permits on public notice from October 1 to October 31, 2026		
Source Number and Name	**Reason for Public Notice**	**Type of Permit**
200059 A&K Development Co/Pacific Metal Fab, LLC	Initial permit	New Simple ACDP proposed for a source already operating, including CAO risk limitations, on public notice August 28, 2026 through October 1, 2026
AQGP-023 and others, Gasoline Dispensing Facility (GDF) General ACDP Renewal	Renewal and modification	General ACDP renewal and modification for 111 GDFs based on DEQ's division 244 rules adopted and effective March 25, 2024 and implemented by reference in Lane County, on public notice September 14, 2026 through October 14, 2026.
203136 Grain Millers, Inc.	Renewal	Simple ACDP renewal on public notice October 15, 2026 through November 18, 2026.

Permit Backlog as of November 1, 2026			
Permit Type	**Permits by Type**	**Permits Extended Administratively**	**Percentage of Total (%)**
Title V	15	1	7%
Standard	24	2	8%
Simple	25	2	8%
Total	**64**	5	**8%**

III.B. Asbestos Program Oversight

*This section supports **Goal 3 (Regulatory Compliance, Permitting, and Industrial Emissions Management)** initiatives related to operating the asbestos program, including inspections and rule updates. LRAPA protects public health from asbestos*

hazards through effective oversight and education.

LRAPA administers the asbestos program in Lane County under title 43. This program regulates the handling, removal, and disposal of asbestos-containing materials to prevent public exposure to this hazardous substance. LRAPA reviews asbestos survey reports, processes abatement notifications, conducts inspections, and enforces compliance with asbestos regulations to protect workers and the public.

Asbestos Notices
October 1, 2026 to October 31, 2026

Year-to-Date ↓

Year	2020	2021	2022	2023	2024	2025	2026
Total Asbestos Abatement Notices	439	408	465	466	436	431	356

III.C. Enforcement

*This section supports **Goal 3 (Regulatory Compliance, Permitting, and Industrial Emissions Management)** metrics for enforcement action resolution and evaluations completed. The enforcement program ensures that regulations are followed, and violations are addressed.*

LRAPA's compliance program ensures that air quality regulations are followed by stationary sources, asbestos contractors, and the general public. This section provides an overview of enforcement actions taken during the reporting period, including notices of non-compliance, civil penalties, and case resolutions.

Enforcement
Oct. 1, 2026 to October 31, 2026

Category of Violation	New	Follow-Up Action	Pending	Closed	Total
Asbestos	-	-	2	-	**2**
Industrial	1	-	1	-	**2**
Outdoor Burning	-	-	5	-	**5**
Fugitive Dust	-	-	-	-	**-**
Home Wood Heating	-	-	-	-	**-**
Totals	**1**	**-**	**8**	**-**	**9**

Attachment No. 3: October 2026, Enforcement Actions Detail Report.

	2020	2021	2022	2023	2024	2025	2026
Notices of Non-compliance and Warnings	15	21	24	19	7	18	40
Notices of Violation with Civil Penalties	26	17	24	15	5	12	9

IV. STRENGTHENING ORGANIZATIONAL CAPACITY

Aligns with Learning & Growth Perspective of the Balanced Scorecard framework and LRAPA's current goal 6—developing staff capabilities and improving operational systems.

IV.A. Staff Development & Agency Growth

*This section supports **Goal 6 (Organizational Excellence and Operational Efficiency)** metrics focused on staff retention, professional development, and employee satisfaction, essential for achieving operational excellence.*

LRAPA maintains a skilled workforce to carry out our mission of protecting air quality in Lane County. This section provides an overview of our current staffing levels, vacancies, and professional development activities. Our commitment to staff development ensures we have the expertise needed to address complex air quality challenges effectively.

Department	FTE	Vacancies
Administration	5.0	0.0
Operations	10.0	2.0
Finance	2.0	0.0
Technical services	2.0	0.0
Total	**19.0**	**2.0**
Agency at 89% of staffing capacity		

LRAPA currently maintains 19.0 FTE across four departments. We presently have 17.0 FTE filled, representing 89% of our authorized staffing capacity.

Two positions continue to be held vacant as a cautious approach to maintain financial flexibility while ensuring LRAPA can continue delivering essential air quality protection services to Lane County.

LRAPA remains committed to thoughtful workforce planning and staff development strategies that balance operational needs with fiscal responsibility during this period of budget uncertainty.

Staff Professional Development, *Year-to-Date*

Training	Participation	Completion Date	Provider
Introduction to Continuous Monitoring Systems	3	January	Air Knowledge
Observing Source Tests	1	January	Air Knowledge
Regulation of Hazardous Air Pollutants (HAPs) from Stationary Sources	3	January	Air Knowledge
Compliance Assurance Monitoring	4	February	WESTAR
Aggregate, Asphalt, & Concrete Batching Plants	2	February	WESTAR
Function of Common Air Pollution Control Devices	1	February	WESTAR
Wage & Service Record Submission	1	February	PERS
What's New in ASAP	1	February	US Department of Treasury
CIS Annual Conference	1	February	CIS
Effective Permit Writing	2	March	WESTAR
Particulate Matter Control Devices	5	March	WESTAR
Unused Sick Leave Reporting	1	March	PERS
CPR/AED/First Aid	8	April	
Air Toxics & Regulating Hazardous Air	2	April	WESTAR
NOx Control & Regulation	2	April	WESTAR
Northwest Communicators Conference: The High Ground-Reaching the Summit of PR Leadership	1	April	PRSA Oregon
Cascade Health Leadership Development Series	2	May (completed)	Cascade Health
Payroll – Overtime Categorization in Caselle	1	May	Caselle
Finance – Connect Online Accounts Payable	1	May	Caselle
Get Started with Revver AI + Caselle Invoice Processing	1	May	Caselle

Staff Professional Development, *Year-to-Date*

Training	Participation	Completion Date	Provider
Transitioning from Your 3rd Party Payment Provider	1	May	Caselle
Landfill Gas Control Facilities	1	May	Air Knowledge
Stationary Gas Turbines	1	May	WESTAR
Industrial Boilers	2	May	WESTAR
Fugitive Volatile Organic Compounds	3	May	WESTAR
Payroll Refresher – Pay Codes	1	June	Caselle
Sources & Control of Volatile Organic Air Pollutants	2	June	WESTAR
ASAP.gov: How to Make Payment Requests	1	June	EPA
Advanced Inspector Training	1	June	WESTAR
Theory & Application of Air Pollution Control Devices	2	July	Air Knowledge
2026 Regional, State, and Local Dispersion Modelers' Workshop	1	July	EPA
Fabric Filters	2	July	WESTAR
Asbestos	2	July	WESTAR
How Local Governments Can Reduce Cyber Risk Without Increasing IT Headcount	1	July	Caselle
PERS Reporting for a Local Government	3	July	PERS
Payroll Refresher: Employee Profiles	1	July	Caselle
A/R Advanced Routines	1	July	Caselle
Picking Up the Slack and Filling Gaps: How Caselle back-office services help local governments	1	July	Caselle
Simplify Billing with Caselle Accounts Receivable	1	July	Caselle
Fugitive Dust	1	August	Air Knowledge
Cascade Health Leadership Development	2	September	Cascade Health
Asbestos Abatement Training & Certification	1	September	Asbestos Training Project, Workplace Resources, Inc.
Oregon State Board of Examiners for Engineers and Land Surveyors Annual Symposium (OSBEELS)	1	September	OSBEELS
Connect Excel Directly to Your Finance	1	September	Caselle
Introducing TASC: FSA Administration for the Upcoming Year	3	September	CIS
Payroll: Payroll Checklist	1	September	Caselle
2027 Open Enrollment: Learn About Your FSA with TASC	3	September	CIS/TASC
Employer Service Center (ESC) PERS	1	September	PERS
EPA Region 10 Grants Training	3	September	EPA
Cascade Health Leadership Development	2	October	Cascade Health
DEQ Fall AQ Forum	7	October	DEQ
How is Air Monitoring Used in the Field?	1	October	EnviroClass
What Oregon Facilities Need to Know: TACT, Source Testing, GHG Reporting, and More	2	October	Trinity Consultants

Staff Professional Development, *Year-to-Date*

Training	Participation	Completion Date	Provider
Monitoring Compliance Testing and Source Test Observation	2	October	WESTAR
Landfill Gas Control Facilities (TOXC 229)	3	October	WESTAR
Principles of Ambient Air Monitoring (AMBM 102)	1	October	Air Knowledge
Rocky Mountain Wildfire Smoke Symposium	1	October	Montrose Lab/Colorado Department of Public Health and Environment
Residential Wood Heating Conference	2	October	Northeast States for Coordinated Air Use Management

DEQ Fall AQ Inspector/Permit Writer Forum (October 6th-8th, virtual)
Staff attended this three-day Oregon Department of Environmental Quality forum designed for air quality inspectors and permit writers. Day One covered regional updates, Office of Equity overview, Excel and Word efficiency tools for permit writing, digital accessibility standards for tables, and the permitting process. Day Two addressed Compliance Assistance Office updates, NEWT system and TACT determination procedures, the 2026 Air Toxics Emissions Inventory, the AQ Dashboard tool, effective inspection report writing, and consistency procedures for entering inspection data in YDO (Oregon's inspection tracking system). Day Three included Emission Factor Inventory updates, air quality modeling comparisons across regions, summary findings from recent listening sessions, Climate Protection Program updates, and recent rule changes affecting landfill and crematory operations. This comprehensive forum strengthened LRAPA staff knowledge of current state regulatory procedures, tools, and emerging regulatory issues affecting air quality operations and permitting.

How Is Air Monitoring Used in the Field (October 7th, virtual)
Staff attended this two-hour EnviroClass webinar addressing air quality monitoring from three connected perspectives: regulatory requirements, monitoring technology, and real-world field application. The training covered how monitoring technology can support different air quality objectives, how site and regulatory conditions influence monitoring strategies, practical considerations when monitoring under real-world field conditions, and lessons learned from complex environmental projects. Speakers included regulatory, technology, and field experience perspectives from Colorado and commercial providers. This training strengthens staff capacity to develop effective monitoring strategies and implement air quality monitoring under challenging field conditions

Cascade Health Leadership Development Series-Fall 2026 (September 22nd-November 3, 2026, in-person)
Staff enrolled in the seven-session Cascade Health Leadership Development Series designed for supervisors and managers. The series covers essential leadership competencies including leading with emotional intelligence, recognizing and addressing stress and burnout in the workplace, adapting leadership style to different situations and team needs, navigating conflict constructively, coaching and providing corrective feedback, building belonging and inclusion in diverse workgroups, and managing organizational change and transitions. Through interactive sessions and practical frameworks, participants develop skills to build trust, engagement, and accountability while supporting employee growth and team performance. This professional development strengthens LRAPA's management capacity and supports effective employee relations and organizational effectiveness.

What Oregon Facilities Need to Know Now: TACT, Source Testing, GHG Reporting, and More (October 28th, virtual)
Staff attended this Trinity Consultants webinar covering evolving air quality and environmental compliance requirements affecting Oregon facilities. The training addressed Oregon-specific regulatory updates including

TACT (Toxic Air Contaminant) permitting considerations, source testing requirements and recent developments, greenhouse gas reporting updates, emerging regulatory issues, and practical strategies to help facilities stay ahead of changing requirements. This training keeps LRAPA staff informed of current regulatory developments and emerging compliance issues affecting Oregon facilities and permitting decisions.

Monitoring Compliance Testing & Source Test Observation (October 26th-30th, virtual)
Staff completed this five-day WESTAR course designed for air quality professionals responsible for observing source testing, evaluating source test methods, approving test protocols, and reviewing source test results. The training covered EPA's National Stack Test Guidance and Compliance Monitoring Strategy, source test methods and procedures, development of observer checklists for compliance source tests, EPA stack test methodologies for characterizing hazardous air pollutants, SW-846 Test Methods for solid waste evaluation, and monitoring programs for particulate matter and condensable particulate matter. This comprehensive training strengthens staff capacity to conduct effective source test observations and reviews for compliance determination.

Landfill Gas Control Facilities (October 21st, virtual)
Staff completed this one-day WESTAR course providing an overview of landfill gas control facilities. The training covered scientific principles behind landfill gas generation, primary and secondary air pollutants at landfills, landfill gas collection technologies and principles, landfill gas control devices and energy uses, methane and landfill gas monitoring equipment and proper use, applicable regulations including greenhouse gas regulations, and inspection and safety procedures. This training strengthens staff ability to evaluate landfill operations, assess compliance with landfill gas control regulations, and develop effective permit conditions for landfill facilities.

Principles of Ambient Air Monitoring (October 20th-21st, virtual)
Staff completed this two-day Air Knowledge course on the general principles of ambient air monitoring for criteria pollutants. The training covered regulations and standards governing ambient air monitoring, monitoring network design and requirements, station siting considerations, air monitoring instrumentation, data documentation and handling procedures, quality assurance requirements and methods, and resources for ambient air monitoring. This training enhances staff knowledge of ambient air monitoring requirements and best practices relevant to LRAPA's air quality monitoring and regulatory compliance work.

Rocky Mountain Wildfire Smoke Symposium (October 15th-16th, in-person)
Staff attended the Seventh Annual Rocky Mountain Wildfire Smoke Symposium, organized by The Montrose Lab at Colorado State University in partnership with the Colorado Department of Public Health and Environment. The symposium theme was "National Problem, Local Solutions: Community Wildfire Smoke Preparedness." The event brought together researchers, public health professionals, community leaders, wildland firefighters, and government partners to address the pressing challenges of wildfire smoke in the Rocky Mountain region. Through expert-led sessions and collaborative discussions, the symposium explored health impacts of wildfires, effective strategies for mitigating smoke exposure, and approaches to enhance wildfire resilience and foster community, state, and regional partnerships essential for adapting to a future with more frequent and intense wildfires.

Residential Wood Heating Conference (October 20th-22nd, in-person)
Staff attended this conference hosted by Northeast States for Coordinated Air Use Management in Portland. It brings together air agencies, researchers, and industry to share strategies for reducing residential wood smoke. Matt Sorensen presented Woodstoves to Wildfire, described in Section II.D.

Pacific Northwest International Section of the Air & Waste Management Association Annual Conference
(November 4-6, Anchorage, Alaska)

Max Hueftle, Operations Manager, Matt Sorensen, Public Affairs Manager, Skyler Dean, Permit Writer, and Travis Knudsen, Executive Director, attended this year's PNWIS conference. PNWIS is the regional section of the Air & Waste Management Association, a nonprofit, nonpartisan professional organization. Its territory spans Oregon, Washington, Idaho, Montana, Alaska, British Columbia, and the Yukon. It gives regulators, industry, consultants, scientists, and students a neutral forum to share technical work and compare approaches. LRAPA staff delivered three presentations, described in Section II.D.

IV.B. Operational Improvements & Innovation

*This section supports **Goal 6** (**Organizational Excellence and Operational Efficiency)** metrics for technology adoption and systems modernization, enhancing our efficiency and effectiveness in serving Lane County.*

LRAPA is working to improve our systems and processes to enhance efficiency and effectiveness. These improvements support our ability to fulfill our mission and provide better service to the public. Current initiatives focus on technology upgrades, document management, and standardized procedures.

Current activities underway:

LINFO Database Support
LINFO is LRAPA's internal database. Since LCOG's developer retired, Lance Giles, Technical Services Manager, has kept LINFO running and improving with AI-assisted development, most recently a major platform upgrade. To give LINFO longer-term support, LRAPA invited IEQ Technology, a Springfield software firm, to review the system. IEQ has proposed a first phase of cleanup, security, and bug-fix work, along with planning for a new Enforcement module. Staff are reviewing the proposal now. Any work will begin only after a data handling agreement is in place to protect the personal information LINFO holds.

V. ENSURING FISCAL RESPONSIBILITY

Aligns with Financial Stewardship Perspective of goal 7—managing financial resources effectively and transparently.

V.A. Budget Performance & Stability

*This section supports **Goal 7** (**Financial Sustainability and Transparency**) metrics for budget variance and maintaining adequate reserves (4 months of operating budget), ensuring LRAPA can fulfill its mission consistently.*

A financial report under for this month supports this information. Percentages below follow the financial update convention, which measures actuals against the year-to-date budget target rather than the full annual budget.

FY27 to Date, as of October 31, 2026

The summary below reflects the October report. Thus far into the fiscal year, the year-to-date budget target is 33.33% of the annual budget.

FY27 Line Items to Note: The following line items are above 91% of the year-to-date budget target.

- **General Fund** Personnel Services line item is at 91.31% the year-to-date target, because of paying out five eligible employees 40 hours of their vacation banks through October. Capital Outlay is at 288.57% of our target amount of 33.33% year-to-date target because of the purchase of a new truck ($45,796) and server ($31,148). This is a timing item against an $80,000 annual capital budget, of which $76,944 has been spent.
- **Special Revenue Fund (Title V)**, nothing to report.
- **Grant Fund** Personnel Services line item is at 155.03% the year-to-date target, because of paying out five eligible employees 40 hours of their vacation banks through October.

Federal EPA revenue and most State DEQ revenue have not yet been received, which is normal timing at this point in the year.

FY27 Summary of Expenditures: As of October 31, 2026, spending is below the year-to-date budget target in each of the LRAPA funds.

- **General Fund** Total Actual Expenditures as a % of the year-to-date budget target: **78.39%**
- **Special Revenue Fund** Total Actual Expenditures as a % of the year-to-date budget target: **64.29%**
- **Grant Fund** Total Actual Expenditures as a % of the year-to-date budget target: **26.74%**
- **All Funds Consolidated** Total Actual Expenditures as a % of the year-to-date budget target: **60.50%**

Grant Fund Details

- **Targeted Airshed Grant TAG 2.0** (January 2022 – August 2027), as of October 31, 2026
  - Total grant amount: $2,739,425
  - Spent to date: $987,907
  - Remaining grant balance: $1,751,518
  - Awaiting federal reimbursement: $22,829
  - Percentage of grant awaiting reimbursement: .83%

EPA reimbursement draws are scheduled monthly.

V.B. Financial Transparency & Reporting

*This section supports **Goal 7 (Financial Sustainability and Transparency)** metrics for financial reports provided to the Board (target: monthly) and timely audit completion (target: before December 31). Transparency in financial matters builds trust with our stakeholders and ensures accountability.*

	Status	Completion Date
Budget FY27	Adopted	May 2026
Interim Audit FY26	Complete	July 2026
Audit FY26 (Current Year)	Underway	Delayed, pending federal Compliance Supplement
Budget FY28	To be drafted	March 2027

Auditor Update

The FY26 audit with Pauly Rogers is underway. Staff delivered the trial balance on the auditors' deadline, and work since then has focused on refining finance data as the firm prepares its first audit of LRAPA. That work has included beginning balance testing on the FY2025 balances, an accounts payable reconciliation by fund, bank reconciliation support, and a capital assets review.

A federal delay will likely push the audit past the State of Oregon's December 31 deadline. Because LRAPA spends federal grant funds, its audit includes a single audit, which tests compliance with federal grant requirements. Auditors test against the OMB Compliance Supplement, which the federal Office of Management and Budget updates each year. OMB has released only a draft of the 2026 Supplement and has set no date for the final version. National audit guidance says auditors should not issue a June 30, 2026 single audit until the final version is out. Pauly Rogers has told us it cannot formally issue LRAPA's single audit before then. The firm is planning the engagement from the draft in the meantime. The delay affects every government with a June 30 fiscal year, LRAPA included.

Pauly Rogers is exploring whether to issue the financial audit ahead of the single audit, which could keep the financial statements closer to the State's timeline. The federal deadline to file the single audit is March 31, 2027, nine months after fiscal year end.

VI. LRAPA STRATEGIC GOALS REFERENCE SHEET

These ongoing and sustained goals are designed to ensure comprehensive performance management across four key perspectives. This reference sheet provides an overview of each strategic goal and its associated performance metrics.

MISSION: To protect public health, quality of life and the environment as a leader and advocate for the continuous improvement of air quality in Lane County.

VISION: Community partners working together to ensure clean air for everyone.

GOAL 1: Public Health Protection and Air Quality Education

Protect public health through air quality initiatives and foster community engagement via educational programs, prompt response to public concerns, and efforts to ensure equitable protection from air pollution for all communities.

Lag Indicators	Lead Indicators
- % of days in "Good" or "Moderate" AQI categories by monitoring location (target: 95% annually) - Number of days with PM2.5 or PM10 exceeding NAAQS 24-hour standards (target: 0) - % of complaints responded to (target: 95%)	- Number of educational events/programs conducted quarterly (target: 2 per quarter) - Number of wood heating advisories issued (target: prior to 150 AQI in metro) - Email listserv growth (target: >3% increase annually)

GOAL 2: Enhanced Wildfire Smoke Preparedness

Address the increasing threat of wildfire smoke intrusions to public health in Lane County through public education, collaboration with local jurisdictions, and enhanced monitoring and communication during wildfire events. In addition to seeking funding avenues which directly support this new and growing smoke management service need.

Lag Indicators	Lead Indicators
- Response time to publish smoke advisories during events (target: before 1pm on days needed)	- Maintain LRAPA supported commercial air sensors in Lane County (target: approximately 75) - State smoke advisory engagement (target: 100% participation)

GOAL 3: Regulatory Compliance, Permitting, and Industrial Emissions Management

Ensure compliance with National Ambient Air Quality Standards (NAAQS) and other health-based benchmarks, manage air quality permits for regulated sources, and implement best practices in emissions control, balancing economic development with environmental protection through rigorous permitting processes.

Lag Indicators	Lead Indicators
- % of area in compliance with NAAQS standards (target: 100%) - % of permits issued within target timeframes (target: 90%) - Permit backlog rate (target: <20%)	- Number of annual Full Compliance Evaluations completed vs. EPA committed (target: 100%) - % of enforcement actions resolved within 6 months (target: 80%)

GOAL 4: Regional Air Monitoring and Analysis

Collect, analyze, and report comprehensive air quality data across Lane County to inform policy decisions, alert the public, and track long-term air quality trends.

Lag Indicators	Lead Indicators
- % data completeness for monitoring network (target: >95%) - Timeliness of data reporting to the public and EPA (target: 100% on schedule)	- % of monitors calibrated on schedule (target: 100%) - % uptime for real-time data systems (target: 98%) - Number of monitoring site quality assurance audits completed vs. EPA committed (target: 100%)

GOAL 5: Partnerships and Interagency Coordination

Build and maintain strong relationships with various stakeholders, including industry, local jurisdictions, and community groups, to foster collaboration, improve communication, and ensure that LRAPA's work is responsive to community needs and concerns.

Lag Indicators	Lead Indicators
- Number of industry outreach initiatives completed annually (target: 1 per year) - Number of community outreach initiatives completed annually (target: 1 per year) - Number of partner outreach engagements completed annually (target: 5 per year)	- Diversity of inter-agency meetings attended (target: prioritize local, then state, then federal engagements) - Number of monitoring site quality assurance audits completed vs. EPA committed (target: 100%) - Communication frequency with key stakeholders (target: Quarterly communication) - Number of council presentations delivered (target: 1 per jurisdiction annually)

GOAL 6: Organizational Excellence and Operational Efficiency

Strengthen LRAPA's internal systems, workflows, and operational capacity through technology integration, process improvement, and staff development to enhance organizational effectiveness and service delivery.

Lag Indicators	Lead Indicators
- Employee satisfaction/engagement scores (target: 85% satisfaction) - Staff retention rate (target: >85% annually) - % completion of internal systems modernization (target: 100% of planned upgrades, e.g. LINFO)	- Number of staff professional development training completed (Target: 2 per staff per year) - Number of staff utilizing advancing technologies in workflows (target: > 50%)

GOAL 7: Financial Sustainability and Transparency

Ensure LRAPA's long-term financial stability and improve fiscal transparency through diversified funding sources, robust financial management practices, and clear communication of financial decisions to stakeholders.

Lag Indicators	Lead Indicators
- Reserve fund supporting annual operating budget (target: 4 months) - Budget variance (target: within 10% of planned)	- Number of financial reports provided to Board & public (target: monthly to Board) - Audit completed before state deadline (target: Dec. 31)