**II. WRAP Organization and Structure**

For the continued successful operations of the WRAP organization, three objectives are identified to support the strategic goals for WRAP:

1. Maintain the WRAP process through:
2. Open and transparent communications, including periodic meetings, conference calls and documentation;
3. Completion of deliverables that support the common need of the WRAP membership and avoid duplication;
4. Pursuing opportunities to leverage multi-agency resources to accomplish larger projects; and
5. Initiating and maintaining an active Technical Steering Committee, as well as Working Groups and Project Teams implementing and tracking work under this plan.
6. Continue support for developing and implementing tribal capacity, including:
   1. Improving the ability of Tribes to assess their air quality conditions and to develop strategies to address air quality issues as part of the larger regional planning process; and
   2. Increasing the ability of Tribes to protect and manage their natural resources and communities.
7. Maximize coordination within WRAP and leverage work of other related partner organizations through outreach, hosting and attending technical conferences and producing white papers to network with other organizations with common interests and needs.

**Organizational Structure**

Membership in the WRAP is open to all states, federally recognized tribes, and local air agencies located in the geographical region encompassed by the states of: Alaska, Arizona, California, Colorado, Hawaii, Idaho, Montana, Nevada, New Mexico, North Dakota, Oregon, South Dakota, Utah, Washington, and Wyoming. Membership in the WRAP is also open to the US Forest Service, National Park Service, Bureau of Land Management, Fish and Wildlife Service, and US EPA. In order to become a recognized member of the WRAP, eligible states, tribes, local air agencies, and federal agencies shall submit an official letter to the WRAP requesting membership and designating primary and secondary contacts for the jurisdiction or agency.

Any tribe, state, or local air agency in the WRAP region may participate in the WRAP; however, for membership/Board matters brought to a vote, recognized membership is needed.

In order to accomplish the objectives of the WRAP, the WRAP is organized as follows:

The composition and primary duties of each of these groups is described below:

WRAP Board of Directors

The WRAP Board of Directors consists of five state, five tribal, five federal and two local air agency representatives. The Board of Directors acts on behalf of all WRAP members. The activities, powers, and duties of the Board of Directors are described in the [WRAP Charter](http://www.wrapair2.org/pdf/WRAP%20Charter%20approved%20by%20the%20WRAP%20Membership%20July%202014.pdf), last amended in July 2014. From the Charter, the Board of Directors provides overall policy direction to the WRAP by accomplishing the following:

* Work with WRAP staff to solicit and accept funding for continued efforts under current activities and projects described in this Work Plan, as well as the likely addition of new or expanded activities or projects;
* Sustaining the membership and providing oversight for the activities of the Technical Steering Committee;
* Provide oversight for WRAP staff as described in the Charter;
* Establish committees and subcommittees[[1]](#footnote-1) as recommended by WRAP Staff and the Technical Steering Committee for the effective coordination of WRAP initiatives;
* Review and approve workplans developed by the Technical Steering Committee;
* Ensure appropriate stakeholder participation in WRAP processes through coordination with the WRAP staff and Technical Steering committee; and
* Initiate membership meetings twice a year or as necessary to oversee the general direction of the WRAP.

The WRAP Board resolves all issues on a consensus basis. The WRAP Board may vote on administrative matters when consensus cannot be reached.

Technical Steering Committee (TSC)

The Technical Steering Committee (TSC) consists of representatives of the membership as approved by the Board of Directors. The TSC is responsible for determining the technical projects that must be completed to meet the direction established by the WRAP Board of Directors. The TSC is responsible for accomplishing the following:

* Develop and complete a 4-year Work Plan for review and approval of the WRAP Board of Directors, including specific recommendations to develop tribal capacity for participation in WRAP technical projects;
* Consider technical funding and grant opportunities aligning with the WRAP Board of Directors overall policy direction and coordinate with WRAP staff to timely submit funding applications;
* Recommend the formation of Technical Steering Committee Working Groups to the WRAP Board of Directors;
  + WESTAR Regional Haze
  + Fire
  + Oil & Gas
  + Modeling Framework
  + Tribal Data
* Evaluate and develop technical projects necessary to further the WRAP Board of Directors’ policy direction;
* Identify and assign the management of all current and any new WRAP activities and projects to the Technical Steering Committee, a TSC Working Group, or a Project Team;
* Ensure coordination with WESTAR and other organizations to avoid duplication of efforts and leverage resources;
* Ensure the public availability of regionally important data;
* Coordinate with WRAP staff to provide workshops and webinars on technical issues, including an annual technical conference; and
* Establish management responsibility of the WRAP Technical Steering Committee and Working Groups’ for review of work plans, budgets, schedules and deliverables associated with each WRAP project and technical activity.

WRAP staff

The WRAP staff provides full-time technical leadership support as well as significant experience and expertise to the TSC. As time and funds permit, the WRAP staff work on technical projects with the TSC and TSC Working Groups. The WRAP staff accomplishes the following:

* As time and resources permit, support each project team of the TSC and TSC Working Groups in completing the mission of the team. The WRAP staff may retain outside contractors for support on specific projects;
* Seek out funding opportunities that align with the WRAP Board of Directors overall policy direction and bring these opportunities to the attention of the WRAP Board and TSC for consideration;
* Work with the TSC to ensure timely submittal of grant applications;
* Track all current and any new WRAP activities and projects to assist the Technical Steering Committee, TSC Working Groups, and Project Teams, for periodic WRAP Board reporting;
* Consider the technical tools needed to assist the WRAP membership in making use of WRAP products and reports by conducting an annual needs assessment for WRAP membership;
* Improve communications among the WRAP membership by organizing WRAP meetings with input from the TSC and Board and conducting periodic conference calls with the TSC, TSC Working Groups, Board and membership;
* In accordance with the direction of the WRAP Board, draft a strategic plan for WRAP Board review; and
* In coordination with the TSC, review available funding, WRAP membership needs and prioritized projects to produce reports and white papers outlining future technical needs and needed funding.

TSC Working Groups

The Working Groups of the TSC are formed at the recommendation of the TSC and approval of the WRAP Board. Working Groups are established to track ongoing, specific technical areas of interest to the WRAP membership, such as tribal data, modeling framework, oil and gas, regional haze planning, fire, and other regional air quality issues as identified in the future.

Working Groups accomplish the following:

* Stay abreast of recent research and initiatives in the area of interest through communications with outside entities, technical conferences, webinars and review of academic and white papers;
* Recommend projects and funding opportunities in the technical area of interest to the TSC for consideration by the TSC;
* Recommend formation of smaller temporary project teams to the TSC and identify project team members and leaders that can further individual projects;
* Complete projects approved by the TSC and WRAP Board;
* Hold periodic conference calls to update the Working Group, TSC and WRAP membership on Working Group findings and project status;
* Develop white papers outlining WRAP technical issues and needs; and
* Select a chair or chairs to coordinate work and communicate with the TSC.

Project Teams

Under the leadership of the Technical Steering Committee, TSC Working Groups, WRAP staff, and ultimately the WRAP Board, Project Teams will be designated and convened from WRAP members and stakeholders to work on short-term, defined projects. Each project team has a chair or co-chairs to lead or coordinate the team activity. Project Teams dissolve following the completion of a specific project. Project Teams accomplish the following:

* Ensure that technical projects are successfully completed;
* Review workplans, budgets, schedules and deliverables for specific technical projects;
* Make recommendations to the TSC and TSC Working Groups for further work and/or 4-year workplan recommendations; and
* Project Teams meet as needed and provide updates to the TSC and TSC Working Groups.

The WRAP coordinates foundational activities that enable member agencies to plan and meet federal mandates and achieve goals of states, tribes, and local air agencies for air quality, as well as forecast air quality conditions in the future. The foundational activities enable member organizations to complete federal mandates to track and reduce regional haze and transport of pollutants. These tasks require a regional outlook and cannot be easily accomplished by a single federal, state, tribal or local agency. Finally, the WRAP coordinates implementation of emerging scientific techniques and methodologies that make federal, regional and state efforts more efficient and reduce duplicative efforts by ensuring coordination across federal, state, tribal and local agencies.

Figure 5. Attributes of WRAP Regional Analysis and Planning Support Activities.

***Required Foundational Activities***

***(Western Regional Modeling Framework,***

***Tracking and Projection of Regional Emissions,***

***Preparation/delivery of ready-to-use Datasets, e.g., Monitoring, Meteorology, et cetera***

Coordination with western air agencies ensures that the WRAP serves as a resource and repository for federal, state, tribal and local air planning activities.

Figure 6. WRAP members and the relationship of regional technical activities.

The staffing, travel, and associated costs to support the activities of the organizational structure are described in Appendix K. The costs of all current and proposed projects are also listed in Appendix K. The Appendix K budget show the total cost of all the activities in this Work Plan, the subset of funded activities, and the remaining funding needs.

**Organizational Activities and Projects**

An itemized listing of WRAP 2014-18 activities and projects in this Work Plan is described next. Each activity, project and the associated budget are described in the referenced Appendix in more detail. It is expected this list will evolve as the overall Work Plan is implemented.

WRAP Board and Staff Activities

1. Meetings and conference calls with WRAP Staff, Technical Steering Committee, TSC Working Groups, as well as with Project Teams as needed.
2. Meetings and conference calls of the WRAP Board and any subcommittees as needed.
3. Review and make recommendations to accept funding for new projects not listed in this Work Plan, as well as for additional funding under a project or activities described in this Work Plan.

Technical Steering Committee and WRAP Staff Activities

1. Oversight, tracking, and coordination of all WRAP Technical Activities and Projects
2. Support of Tribal Air Quality Capacity and Tribal Implementation Plan (TIP) Development Activities (Appendix A)
   1. Strengthen and support tribal involvement in the WRAP.
   2. Provide data and technical support to tribes related to WRAP purposes, goals and objectives for air program needs.
   3. Coordinate and collaborate with other tribal organizations in order to meet the air quality program needs of tribes in the WRAP region and to leverage resources.
3. ***pending funding*** - Evaluation and Application of AQAST Products and Knowledge in Western U.S. Air Quality Planning and Management – (Appendix H)

WESTAR Regional Haze Workgroup and WRAP Staff Activities

1. WRAP Regional Haze Data Analysis and Technical Support System (TSS) – (Appendix B)

1. Develop specifications and inputs for Regional Haze planning analyses by Western Regional Modeling Framework - (Appendix C)

Fire Working Group and WRAP Staff Activities

1. Meetings and conference calls with WRAP Staff, Technical Steering Committee, Fire Project Teams, and outside fire experts as needed – (Appendix E)

Fire Project Teams

* 1. WRAP Fire Emissions Tracking System (FETS) and WRAP Fire Tools Systems – development, operations, and maintenance – (Appendix E)
  2. Wildfire Activity Analysis and Natural Conditions/Background Impact Project - (Appendix E)
  3. Smoke Mgmt. Program Survey Project – (Appendix E)
  4. ***pending funding*** - Real World Evaluation of Fire SOA Emission Factors from Fires in a Data Management System Project (Appendix G).

Oil & Gas Working Group and WRAP Staff Activities

1. Meetings and conference calls with WRAP Staff, Technical Steering Committee, Oil & Gas Project Teams, and outside oil & gas experts as needed – (Appendix F).

Oil & Gas Project Teams

* 1. Improving Oil and Gas Emissions Inventories project – (Appendix F)

Western Regional Modeling Framework Working Group and WRAP Staff Activities

* 1. Meetings and conference calls with WRAP Staff, Technical Steering Committee, and outside modeling experts as needed
  2. Manage implementation and operations - (Appendix D)

Regional Modeling Project Teams

1. Drill Rig 1-hour NO2 Study - (Appendix D.1)
2. 3-State Air Quality Study / Western Data Warehouse - (Appendix D.2)
3. Dona Ana County Ozone Nonattainment Modeling Study - (Appendix D.3)
4. Winter ozone project team as recommended Section III.B.

Tribal Data Working Group and WRAP Staff Activities

1. Ensure WRAP technical and planning work activities appropriately address tribal concerns, data needs, data gaps, and air quality planning needs, consistent with the WRAP Charter – (Appendix A).
2. Meetings and conference calls with WRAP Staff, Technical Steering Committee, TSC Working Groups, WRAP member tribes, WRAP region tribes, and tribal organizations – (Appendix A).

1. In this Work Plan, committees and subcommittees are the specific Working Groups listed. [↑](#footnote-ref-1)