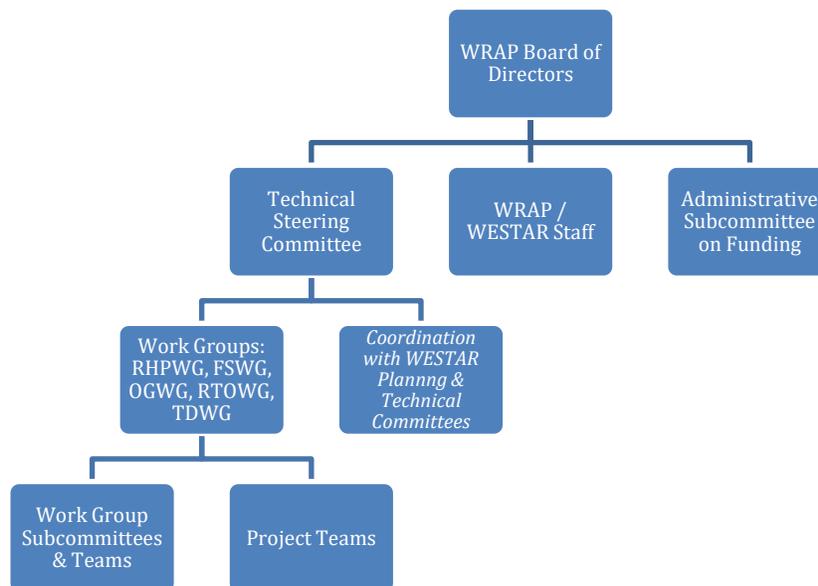


WRAP Organizational Structure¹

(Approved by WRAP Board on November 3, 2021)

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 U.S. 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 structure is organized as follows:



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 WRAP’s purposes, activities, powers, and duties of the Board of Directors are described in the [WRAP Charter](#), 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/WESTAR staff to solicit and accept funding for continued regional haze efforts and WRAP Board approved work topics, activities or projects;
- Sustain the membership and providing oversight for the activities of the Technical Steering Committee;
- Provide oversight for WRAP/WESTAR Staff as described in the Charter;
- Establish Work Groups, Subcommittees, and Project Teams as recommended by WRAP/WESTAR 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/WESTAR Staff and Technical Steering committee; and
- Initiate WRAP/WESTAR Business 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. Consensus has the following parameters:

- Consensus is agreement.
- Consensus is selection of an option that everyone can live with.

¹ This document will be reviewed annually. Any needed updates will be approved by the WRAP Board.

- Consensus may not result in the selection of anyone's first choice, but everyone is willing to support the choice.
- Consensus is not a majority vote.

WRAP Technical Steering Committee

The WRAP Board formed the Technical Steering Committee (TSC) in Fall 2015 to organize, direct, and coordinate WRAP project activities and Work Groups, as well as to hold the lead responsibility for completing WRAP Board-approved work, including progress reporting and budget tracking for the Board. The WRAP TSC accomplishes the following:

- Work with the WRAP Board to establish topical WRAP Work Groups. Work Group Co-Chairs are determined by the TSC and approved by the WRAP Board.
- Work with the WRAP Work Group Co-Chairs to identify and approve Work Group members.
- Oversee the review of workplan scopes and project budgets for Board approval.
- Support the WRAP process through:
 - Maintaining open and transparent communications, including periodic meetings, conference calls and documentation;
 - Completing deliverables that support the common needs of the WRAP membership and avoid duplication;
 - Pursuing opportunities to leverage multi-agency resources to accomplish larger projects; and
 - Providing TSC leadership on behalf of the Board to enable Work Groups and specific Project Teams to implement and track work under workplan scopes.
 - Coordinating with WESTAR committees and work groups to ensure activities conducted in WRAP projects, under the auspices of the TSC and WRAP Work Groups, provide needed support.

WRAP/WESTAR Staff

The WRAP/WESTAR Staff provide full-time technical leadership support as well as significant experience and expertise. As time and funds permit, the WRAP/WESTAR Staff work on technical projects with the TSC and Work Groups. The WRAP/WESTAR Staff accomplishes the following:

- Support each Project Team of the TSC and Work Groups in completing the mission of the team, as time and resources permit. The WRAP/WESTAR 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 and Board of Directors to ensure timely submittal of grant applications;
- Track all current and any new WRAP activities and projects to assist the TSC, Work Groups, Subcommittees, 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, Work Groups, Board and membership;
- Maintain a strategic plan and update workplans for WRAP Board review and approval, in accordance with the direction of the WRAP Board; and
- Review available funding, WRAP membership needs, and prioritized projects that provide reports and white papers outlining future technical needs and funding, in coordination with the TSC.

Administrative Subcommittee on Funding

The WRAP Board formed a four-member Administrative Subcommittee on Funding in the spring of 2017 to identify funding mechanisms to implement the WRAP Workplan. The membership is comprised of one state, one tribal, one local Board Member and one EPA representative. WRAP/WESTAR staff and TSC Co-Chairs attend meetings of the Subcommittee on Funding and provide reports and recommendations on funding needs and resources. The Subcommittee on Funding met regularly from 2017-2020 and was successful in identifying the needed funding for WRAP operations and projects to

proceed over the near term. The Subcommittee on Funding will continue to meet at least two times per year.

WRAP Work Groups

Under WRAP Board approval, there are five WRAP Work Groups: Regional Haze Planning (RHPWG), Fire and Smoke (FSWG), Oil and Gas (OGWG), Regional Technical Operations (RTOWG), and Tribal Data (TDWG). With oversight by the TSC, WRAP Work Groups are charged with identifying annual priorities and work tasks to complete objectives in Board-determined topical work areas.

WRAP Work Group Co-Chairs are determined by the TSC and approved by the WRAP Board to lead and execute workplan objectives associated with the individual Work Group. Work Group Co-Chairs work with the TSC to identify Work Group members who have applicable expertise related to that Work Group, seeking appropriate representation from the WRAP membership (states, tribes, locals, FLMs) to the greatest extent possible. WRAP Work Group membership will be composed of representatives from WRAP member agencies. Work Group membership is approved by the TSC. The Work Group Co-Chairs may include participation from other WRAP member agencies. The Work Group Co-Chairs will consult with the TSC for participation from non-member agencies, industry, and environmental stakeholders. These participants beyond the core Work Group membership will be considered advisors.

WRAP Work Groups work with the TSC on development of individual Work Group workplan scopes that describe tasks and activities to meet WRAP Board-approved work topic objectives, including incorporation of applicable WRAP projects. Work Group workplan scopes will be submitted by the TSC to the WRAP Board for approval.

Work Group Teams or Subcommittees

Work Groups may, with approval of the TSC and WRAP Board, form standing Teams or Subcommittees to address specific tasks or work areas that would benefit from concentrated effort by a smaller number of individuals. For example, to meet the objectives of the 2018-2019 WRAP Workplan, the RHPWG formed six Subcommittees in 2018: Consultation and Coordination, Shared Database Construction, Emissions Inventories, Monitoring Analysis and Glide Slope, Control Measures, and Modeling Protocols. The RHPWG then consolidated the six Subcommittees to three in early 2019: Coordination and Glide Path, Emissions Inventory and Modeling Protocol, and Control Measures. These Subcommittees completed their work in 2020. In 2021, the Fire and Smoke WG formed work teams to address elements of their approved workplan scope and will report on their progress.

Work Group Subcommittee membership will be composed of representatives from WRAP member agencies, and Work Groups will strive to create as balanced representation as possible in line with the WRAP partnership goals (i.e. states, tribes, federal land managers, local air agencies and the U.S. EPA). Work Group Subcommittee membership is approved by the TSC.

WRAP Project Teams

Under the leadership of the TSC, Work Groups, WRAP/WESTAR Staff, and ultimately the WRAP Board, Project Teams will be identified as needed. The TSC and/or Work Groups will be responsible for managing the Project Teams, which are intended to enable non-members of WRAP to express interest and sponsor analysis or planning projects within the scope and topics of the WRAP Charter and Strategic Plan. The Project Teams will be associated with a discrete, defined project for which the non-member sponsor is providing funding and expertise resources. The Project Teams are intended to allow sponsor participation and will include members of WRAP Work Groups and TSC, WRAP/WESTAR Staff, and non-member sponsors. The TSC will define the scope, membership, and duration of each Project Team. An example of a past WRAP Project Team is the Study Management Team formed for the [Drill Rig 1-hour NO₂ Collaborative Study](#).