



## SAMPLE: Strategic Framework – Air Resources Division

### World Forces

#### *Climate Change*

Greenhouse gas emissions are changing the global climate and environment. These global changes precipitate changes in natural and cultural resources. While some climate change impacts are irreversible, there are thousands more that could be attenuated or reversed through effective, informed air quality decision making.

#### *Increasing Energy Demand*

The world's expanding population brings development and increased energy demand. The mix of energy development is diversifying coal and other fossil fuels persist, while more effort is being devoted to developing cleaner and more efficient technologies, such as renewable energy. Holistic approaches to energy use and sustainability are needed for the protection of natural resources and values.

#### *Economy*

In challenging economic times, measures aimed at short-term recovery—job creation and other economic stimuli—tend to take precedence over longer term natural resource protection goals. Perceptions that environmental protection and job creation cannot coexist persist, and some may consider pristine areas and a clean environment to be luxuries.

### Vision

**We envision a world where people breathe easy, see far, and nature thrives.**

### Beliefs

1. Safe-guarding air quality and scenic views is critically important.
2. Science is a sound basis for taking action.
3. Effective action is the result of a multi-disciplinary approach with a range of partners.

### Mission

**We are the experts that influence decisions affecting air resources.**

### Mission Focus Areas\*

#### **Alert**

**Goal: Those who need to be are aware of coming risks and opportunities.**

#### **Inform**

**Goal: ARD customers have the requisite air-related knowledge and information to support their work.**

#### **Advise**

**Goal: Decision-makers have the requisite counsel and information resources to make sound decisions.**

\*Organizing principle: what we do for our customers and the associated benefit of each.