# Washington State Department of Ecology

# 2007 – 2009 Strategic Plan

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# *The Department of Ecology 2007 – 2009 Strategic Plan*

# Table of Contents


Mission Statement ..... 2
Legislative Declaration ..... 2
Goals ..... 2
Objectives ..... 3
Strategic Priorities ..... 3
- Protect and Restore Puget Sound ..... 4
- Reduce Toxic Threats ..... 6
- Support Successful Water Management ..... 8
- Environmental Mitigation that Works ..... 9

Key Business Strategies ..... 10
Priorities of Government ..... 12
Appraisal of our External Environment ..... 13
Capacity Assessment ..... 15
- Financial Health ..... 15
- Capital Funding Strategies ..... 17
- Information Technology Strategies ..... 17
- Diversity ..... 18
- Workforce Strategies ..... 19

Sustainability Plan ..... 20
Environmental Objectives
- Improve air quality ..... 21
- Reduce and manage hazardous wastes ..... 24
- Reduce and manage solid wastes ..... 27
- Clean up toxic sites ..... 30
- Clean up the Hanford nuclear reservation ..... 32
- Protect wetlands, shorelines and watershed health ..... 35
- Improve water quality ..... 39
- Manage the sustainability of water resources ..... 42
- Monitor and assess environmental conditions ..... 46
- Prevent and clean up oil, hazardous spills and illegal dumps ..... 49
- Provide efficient and effective administrative support ..... 51

How to Contact Ecology ..... 53
Ecology's Picture Organization Chart ..... 54

# Mission Statement

The Mission of the Department of Ecology is to protect, preserve and enhance Washington's environment, and promote the wise management of our air, land and water for the benefit of current and future generations.

# Legislative Declaration

The Department of Ecology (Ecology) is Washington's principal environmental management agency and was created in 1970 under Chapter 43.21A RCW.

> ***RCW 43.21A.010: Legislative declaration of state policy on environment and utilization of natural resources.***
>
> *The legislature recognizes and declares it to be the policy of this state, that it is a fundamental and inalienable right of the people of the state of Washington to live in a healthful and pleasant environment and to benefit from the proper development and use of its natural resources. The legislature further recognizes that as the population of our state grows, the need to provide for our increasing industrial, agricultural, residential, social, recreational, economic and other needs will place an increasing responsibility on all segments of our society to plan, coordinate, restore and regulate the utilization of our natural resources in a manner that will protect and conserve our clean air, our pure and abundant waters, and the natural beauty of the state.*

The Department of Ecology's fundamental focus is to protect both humans and the environment from pollution; restore and preserve important ecosystems that sustain life; and, find ways to meet human needs without damaging environmental resources and functions.

# Goals

- Prevent pollution
- Cleanup pollution
- Support sustainable communities and natural resources

# *Our Strategic Priorities*

Washington's air, land, and water quality have improved dramatically since the Department of Ecology was created in 1970. However, our environment is still under great pressure from rapid urbanization, growing demands on water supplies, and toxic substances used in industrial processes and many consumer products.

Ecology Director Jay Manning, appointed in February 2005, has challenged the Department to bring new energy and creativity to the mission of protecting the environment. Our priorities present significant challenges, but they also offer immense opportunity to make a real difference in protecting and improving human health, the natural environment we depend on, and our quality of life in the Pacific Northwest.


- Protect and Restore Puget Sound …….. Page 4
- Reduce Toxic Threats ……... Page 6
- Support Successful Water Management …….. Page 8
- Environmental Mitigation that Works …….. Page 9


# *Our Core Work*


- Improve air quality ……. Page 21
- Reduce and manage hazardous wastes …….. Page 24
- Reduce and manage solid wastes ……. Page 27
- Clean up toxic sites ……. Page 30
- Clean up the Hanford nuclear reservation ……. Page 32
- Protect wetlands, shorelines and watershed health ……. Page 35
- Improve water quality ……. Page 39
- Manage the sustainability of water resources ……... Page 42
- Monitor and assess environmental conditions …….. Page 46
- Prevent and clean up oil, hazardous spills and illegal dumps ……. Page 48
- Provide efficient and effective administrative support ……. Page 50

# *Protect and Restore Puget Sound*

Puget Sound is an ecosystem in trouble.

- Puget Sound Orca whales are considered the most contaminated marine mammal in the world.
- The number of marine birds has declined by nearly one-half since the 1970's.
- Contamination levels are unsafe in close to 30,000 acres of shellfish growing areas.
- Hood Canal has a growing "dead" zone for fish and marine life.
- Five species of salmon are listed as threatened or endangered.

In December 2005, Governor Chris Gregoire launched a public and private effort, called the Puget Sound Partnership, to create actions and solutions to save the troubled Puget Sound. State government, citizens, tribal governments, businesses, and local and federal governments are working together to clean up and protect Puget Sound.

Our action plan for protecting and restoring Puget Sound includes:

| What we are doing | How | Why |
|---|---|---|
| Getting toxics out of the air | Reduce diesel emissions through the retrofit of diesel engines in school buses and public vehicles. | Toxic pollutants from diesel engines are a major source of pollution to Puget Sound and people's health. |
| Getting toxics out of the Sound | Reduce the frequency and impact of oil and hazardous materials spills by doing more inspections where oil is transferred. | Oil and toxic material spills kill marine life, pollute shorelines, and threaten public health and safety. |
| | Clean up more contaminated sites. | Cleanup reduces health risks to people and animals and makes land and aquatic resources available for public or private use. |
| | Reduce toxic discharges from industrial and municipal facilities and require monitoring methods to detect toxins. | Toxins harm marine life and people. |
| Preventing toxics from getting into the Sound | Complete two more chemical action plans in addition to implementing the mercury and flame retardant plans. | Persistent Bioaccumulative Toxins (PBTs) are chemicals that are increasing in the environment and in our bodies, posing a threat to animals and people. |

| What we are doing | How | Why |
|---|---|---|
| Preventing toxics from getting into the Sound | Apply a toxic reduction program for business and involve the public. | Reducing the use of toxics saves money and reduces hazardous waste. |
| Preventing toxic and conventional pollution to the Sound | Reduce the toxic load to rivers and streams from urban and industrial stormwater runoff and speed up low-impact development | Stormwater runoff is a major source of both toxic, nitrogen and pathogen pollution to the Sound. |
| Preventing conventional pollution to the Sound | Reduce nitrogen and pathogen pollution from permitted facilities; wastewater plant designs; and improve septic system management. | Nitrogen and pathogens harm marine life and water quality. |
| Protecting and improving stream flows | Create instream flow settings in the five remaining Puget Sound watersheds. | Adequate stream flows are important for fish, recreation, and other instream values. |
| | Create innovative stormwater flow control agreements at transportation projects. | Stormwater creates “flash flows” that degrade stream habitat important for fish and other aquatic resources. |
| | Develop a climate change strategy. | Climate change affects the Sound in many ways; the worst may be harm to freshwater management. |
| | Implement a flow improvement program with local watershed groups. | Flows in many basins are low, harming instream resources and reducing freshwater flow that is important to the Sound. |
| Protecting and restoring habitat | Work with counties to adopt updated Shoreline Master Programs and establish wetland banks so that shoreline and wetland functions are not lost. | We are losing shoreline and wetland habitat, which is important for watershed and Puget Sound health. |
| | Purchase conservation easements and take faster restoration actions. | Shoreline restoration helps repair damage done over time. |
| | Improve aquatic resource mitigation. | Current mitigation practices have a poor track record of success. This results in wasted resources and major frustration from applicants and regulators. |

# *Reduce Toxic Threats*

Toxic chemicals are in our bodies, our homes, our businesses, and our environment.

- High levels of toxic flame retardants (called PBDEs) have been discovered in human breast milk.
- The Department of Health has issued 18 fish consumption advisories in the last three years for mercury, persistent toxins, and flame retardant compounds in fish.
- Puget Sound's three pods of ORCA whales have been declared the most contaminated marine mammal in the world and were recently listed as endangered.
- Historic use of chemicals across the state has contaminated hundred acres of land.

Our action plan for reducing toxic threats includes:

| What we are doing | How | Why |
|---|---|---|
| Getting toxics out of the air we breathe | Reduce diesel engine emissions through the retrofit of school buses and public sector fleets, anti-idling programs, and alternative fuels. | Diesel emissions are the number one source of toxic air pollution in Washington and can trigger asthma. Our state has one of the highest rates of childhood asthma in the U. S. |
| | Reduce wood smoke from woodstoves and outdoor burning. | Particle emissions from wood smoke are the number two source of toxic air pollution in Washington. |
| Getting toxics out of our water | Reduce toxic substance discharges into our rivers, streams, and marine waters from industrial and municipal facilities. | To reduce the amount of toxins getting into our food chain. |
| | Reduce the frequency and volume of oil and toxic materials spills entering our waters. | Oil and hazardous material spills entering our water are toxic to human health and marine life. |
| | Reduce groundwater contamination at the Hanford Nuclear Reservation. | The contamination in Hanford's groundwater and soil poses significant threat to the Columbia River because of its ability to move, toxicity, and the amount. |

| What we are doing | How | Why |
|---|---|---|
| Getting toxics out of our soil | Clean up more contaminated sites. | Aquatic and land sites contaminated with chemicals pose a threat to human health, shellfish, and the environment. |
| | Reduce children's exposure to toxic contaminants in soil at schools and childcare facilities. | Children are exposed to contaminants in ways that adults aren't. They play in soil and then put their hands in their mouth. Children lack developed immune systems so they are at a higher risk of exposure to contaminants. |
| | Clean up contaminated waste sites at the Hanford Nuclear Reservation near the Columbia River. | Soils at the Hanford Nuclear Reservation are contaminated with the past dumping and storage of nuclear and hazardous wastes. This has contaminated groundwater and now threatens the Columbia River. |
| Preventing toxics from getting into our homes and workplaces | Increase "Buy Green" purchases made by the State and local government. | Many products we use contain toxic chemicals. State and local commitment to purchasing "green" products will result in less use. |
| | Reduce toxic substance use, hazardous waste generation and energy use through the expansion of the toxics reduction incentives program. | Businesses produce hazardous waste that can end up in our environment and threaten human health and development. |
| | Increase public education on toxic chemicals found in many products we buy. | Citizens have the right to know about chemicals in the products they buy. By providing this information to citizens they can make choices about purchasing products that are less or non toxic. |
| Helping businesses reduce the creation of toxic substances | Provide focused technical and engineering help. | Reducing the creation and the use of toxic substances can mean strong economic and environmental results. |
| | Phase out and eliminate the worst chemicals in our environment. | Persistent bioaccumulative toxins are the "worst of the worst" chemicals and levels are increasing in the environment and our bodies, threatening human health and development. |

# *Support Successful Water Management*

Washington residents have commonly enjoyed an abundance of clean and cheap water in what is commonly viewed as a water-rich state. This is changing. Our state lacks water where and when it is needed by people, communities, and the environment. Dramatic population and economic growth, combined with environmental factors and climate changes are creating water scarcity in Washington and other Western states. The problem is showing itself in a number of ways:

- The threat of extinction to once abundant fish stocks.
- Recurring droughts resulting in dry streams, withered crops, dead fish, and concern for wildfire hazards and reduced hydropower production.
- Record low streamflows and declining aquifer and ground water levels.
- The lack of water for future needs while protecting senior water rights, instream flows, and groundwater aquifers.
- Legal uncertainty related to the validity and extent of water rights and claims.
- Absence of established streamflow levels for most state rivers and streams.
- Inadequate information on water availability, streamflows, and groundwater.
- Growing awareness and concern over the long-term effects of climate change on water supply.

Our action plan for improving water management includes:

| What we are doing | How | Why |
|---|---|---|
| Improving water availability and Columbia River fisheries | Inventory water supply and demand, map the Columbia River mainstem water rights, and develop storage and conservation strategies for the Columbia River. | We must find ways to meet the growing water needs in the Columbia River for people, fish, farms, our economy, and our environment. |
| | Meet regional environmental, agriculture, and community water needs through agreements with Tribal governments, conservation programs, and water storage facilities. | There is not enough water to support population growth. |
| Ensuring adequate stream flows | Set stream flow requirements, meter and gage stream flows, and enforce water laws. | Stream flows in many parts of the state are below levels to support fish habitat. |

| What we are doing | How | Why |
|---|---|---|
| Maximizing the state involvement in watershed management | Invest in local watershed plans, make water rights decisions, and support innovative water management strategies in the Walla Walla and Nooksack watersheds. | Successful local watershed plans will move the state toward better water resource conditions. |
| Addressing climate change | Create capacity to prepare for drought impacts, sea-level rise and other effects of climate change on agriculture and community water needs. | Climate change is expected, so finding ways to minimize the impacts is key to the state's economic and environmental condition. |
| Clarifying the water picture | Negotiate and apply tribal protocol agreements that address water management to give more certainty to water right holders. | When water right holders and tribes agree on water management protocols, water is managed more effectively. |

# *Environmental Mitigation that Works*

Studies by local, state, and federal agencies have documented poor compliance and success rates for mitigating the environmental impacts of wetland, shoreland, and critical habitat development. The current mitigation system in Washington State does not work - for permit applicants, for agencies that issue permits, or for the environment.

- In our own study, only 46% of wetland mitigation projects were partially or fully successful.
- Inefficiencies in the permitting process can cause costly project delays.
- Regulatory agencies have separate permitting processes that can be confusing to the permit applicant.

Our action plan to improve mitigation projects as a result of development impacts on wetlands and shorelands includes:

| What we are doing | How | Why |
|---|---|---|
| Advancing effective mitigation | Clarify and update policies and create state-led, innovative mitigation ideas. | To coordinate multiple agency programs. |
| Participating in the Puget Sound Shared Strategy mitigation alternatives project | Partner with Puget Sound Shared Strategy, Departments of Transportation and Fish and Wildlife, and local government to improve salmon habitat mitigation projects. | To improve and clarify the various state programs that address salmon habitat impacts. |

| What we are doing | How | Why |
|---|---|---|
| Developing better ways to mitigate environmental damage | Institute a watershed approach to mitigation that includes a variety of alternatives. | To improve the certainty, timliness, and success rate of mitigation projects. |
| Implementing an improved decision-making model | Streamline and clarify the permitting process for mitigation projects through the Office of Regulatory Assistance | The current permitting process is unpredictable and cumbersome. |
| Field testing alternative mitigation approaches | Implement a Clark County pilot project that uses incentives for local governments to take a watershed approach to comprehensive planning. | To document and learn from the success and failures of a watershed approach to mitigation that can be used to refine future approaches. |
| Exploring alternatives to engineered stormwater designs | Use pilot projects to promote natural systems for managing stormwater. | Naturally managed stormwater runoff may be more cost-effective and result in reduced pollutant loading. |
| Enhancing communications | Develope web-based and presentation materials to help stakeholders learn about successful alternative approaches to mitigation. | To improve the success rate of mitigation projects. |
| | Create opportunities for stakeholders and local government to participate in various forums to learn about successful alternative approaches to mitigation. | To improve the success rate of mitigation projects. |

# *Our Key Business Strategies*

The following strategies are used throughout the agency to achieve results from our core work and focused priorities.

1. Work ***With*** Communities
   - Develop connections within the community.
   - Use leverage with others in the community – where it makes sense, step back and let locals run with a program.
   - Shared governance – and shared decision-making.

2. Establish ***Relationships***
   - Communicate frequently with stakeholders and individuals– create an atmosphere that creates open dialogue.
   - Instill trust and credibility.

- Be helpful, friendly, and available.
- Establish common ground.

3. Broker our ***Information and Data***
   - Make our information easy to understand to others.
   - Put our data "out there" and let others come to their own conclusions – use our science to inform.
   - Be factual.

4. Leverage with ***Other Agencies***
   - Build relationships with other agencies around common goals.
   - Leverage the state's capacity.

5. Build Small ***Coalitions***
   - Listen to and build upon like interests.
   - Use coalitions to champion support.

6. Be ***Innovative***
   - Bounce ideas around with others.
   - Create a new approach or solution.
   - Focus more on results, less on process.

7. Be a ***Leader***
   - Be visible and accountable.
   - Communicate clearly.
   - Take and allow risk with solutions and approaches.

8. Assemble the ***Right Team***
   - The right mix of skills, knowledge, and abilities to get the job done.
   - Find talented and motivated people.

9. ***Respect*** Different Values
   - Be open to listening to the perspectives of others.
   - Take time to learn and understand differing interests.

10. Leverage our ***Cash***
    - Use our grants and loans to leverage environmental protection.
    - Make strategic capital investments through grants and loans to locals.

# *Priorities of Government*

In August of 2002, Washington State initiated a "Priorities of Government" (POG) budget approach that identified results as the basis for budget decision-making. This government-wide assessment and evaluation of state services has several objectives:

- Establish a clear set of results that citizens can expect from state government.
- Reprioritize state spending to focus on services that matter most in achieving those results.
- Use this prioritization to guide the Governor's 2007 – 2009 budget proposal to the Legislature, and to communicate that budget to the public.

Four years ago 10 statewide results were identified. They include the health of Washington citizens, public safety, education, and natural resource protection. The Department of Ecology's objectives and activities fit with the statewide result to improve the quality of Washington's natural resources. The following shows how Ecology is aligned with the statewide natural resource strategies:

| **Statewide Natural Resource Strategy** | **Ecology** |
|---|---|
| Safeguards and Standards | Limit or eliminate the harm to natural resources caused by human actions. |
| Preserve, Maintain and Restore Natural Systems and Landscapes | Focus on preserving, restoring, and protecting natural resources. |
| Sustainable Use of Public Resources | Realize social and economic benefits from natural resource management. |
| Change Individual Practices and Choices | Through the integration of education, communication, and outreach into our activities, we inform businesses, government, and citizens about the choices they have to protect Washington's air, land, and water. |

Ecology also supports three other statewide results:

- Improve the health of Washington's citizens.
- Improve the economic vitality of business and individuals.
- Improve the safety of people and property.

For more information about Priorities of Government, visit the following website: http://www.ofm.wa.gov/budget/pog/default.htm

# Appraisal of our External Environment

Many outside influences can and do have a role in the policies and decisions made at Ecology:

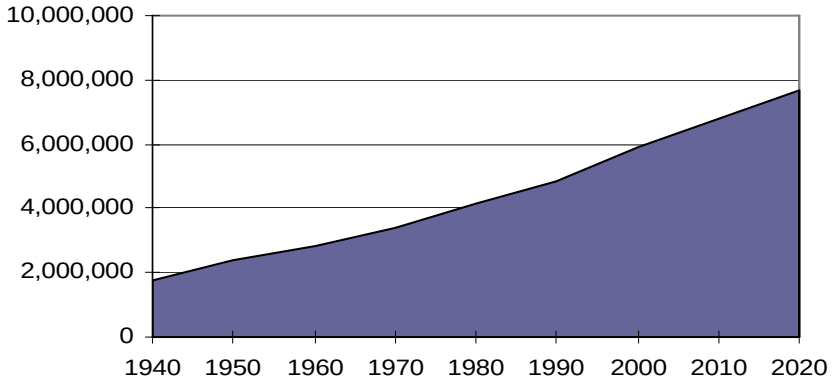
- Population growth.
- Our partners.
- Customer needs and expectations.

## Population Growth

Washington is a state rich in natural beauty and diverse economic opportunities. Many people choose to live here because they value a high quality of life: meaningful work, vibrant communities, and a healthy and clean environment. However, as our population grows, ensuring these qualities continue for future generations becomes one of the defining challenges of our time.

More people leads to more water use, more sewage, more garbage, more cars, more oil spills and more land being converted to urban areas. The challenge we all face together is to manage a sustainable economy and environment and to support thriving communities. Our strategic priorities of protecting and restoring Puget Sound, reducing toxic threats, successfully managing our water, and finding better ways to mitigate environmental damage directly help us meet this challenge head on; but we can't do it alone. Building strong partnerships with local governments, citizens, special interest groups, and businesses is the key to success in keeping Washington's economy strong and our environment healthy.

*Projected Population Growth*
*Washington State*



## *Our Partners*

Finding long-term solutions to our environmental problems is not government's job alone. Ecology does not, and cannot, operate independently from its partners. We consider our partners to include:

- Current and future citizens.
- Federal, state, tribal, and local governments.
- Businesses and industries.
- Environmental and public interest groups.
- The Legislature.

## *Meeting the Expectations of Our Customers*

A few years ago Ecology was at the center of a highly critical review of both how we deliver service and our permitting processes for our regulated customers. A report prepared by the Governor's Competitiveness Council in 2002 stated, "The Department of Ecology must adopt a greater service ethic to improve employee's attitude in dealings with business and to improve the agency's accountability to those it serves."

We stepped up to this challenge by developing an ambitious work plan centered on human interactions and business practices. To understand the needs of our customers while meeting our mission to protect the air, land, and water, we surveyed our permit applicant customers in 2002 and 2004, and will be surveying them again in the summer of 2006. The surveys asked about their level of satisfaction with our customer service and the clarity and timeliness of our permitting processes and decisions. The results of our surveys can be found at:
http://www.ecy.wa.gov/quality/survey/customersurvey.html#PermitApplicantsSurvey

We have implemented several improvements to our permitting services, in part based on our survey results:

- Created permit flow diagrams and descriptions to improve the clarity and predictability of our different environmental permit processes.
- Improved the timeliness and clarity of permit decisions.
- Developed and track permit timeliness measures.
- Developed a Vision and Code of Conduct.

# Capacity Assessment

The Department of Ecology employs approximately 1,500 employees located in communities throughout Washington State. Our headquarters is in Lacey, with major regional offices in Spokane, Yakima, Lacey, and Bellevue. We also have field offices and staff in Bellingham, Vancouver, Manchester, Richland, Seattle, Portland, Walla Walla, Methow, and Padilla Bay.

## Financial Health

Ecology's combined operating and capital budget for the 2005 – 2007 biennium is $1.08 billion ($678 million capital and $402 million operating). This is up from $539.7 million in the 2003 – 2005 biennium. The majority of our operation money is from 39 dedicated state revenue sources for specific environmental purposes. We also receive money from the state General Fund. Most of our capital money is passed-through to local governments in the form of grants and loans to pay for work such as wastewater treatment facilities and the clean-up of contaminated sites.

The significant 2005 – 2007 increase in our budget was primarily for the clean-up of Puget Sound, water management in the Columbia River, contaminated site cleanups, stormwater control, and toxics reduction.

Although our budget is fairly stable right now, we are actively managing several issues to avoid or minimize financial risks to the agency:

### Federal cuts to state air quality programs

The President's proposed fiscal year 2007 budget would cut state and local grants for clean air by 15.9%. Washington State stands to loose $587,000 in federal clean air money next year. This would compound the problems created by federal budget changes and inflation that have cut funding for clean air by 25% over the last decade.

The President's proposal uses money from the 15.9% cut to fund voluntary diesel emission reduction (retrofit) programs. It is our understanding that this money will be targeted to those states with areas not meeting federal air quality standards. Since Washington State now meets federal standards, we would not receive federal funding from this program. Although we do fund a diesel retrofit school bus program with state money, it is not nearly enough to address the problem of toxic diesel air pollution.

Air quality agencies, associations, and other stakeholders strongly support funding for diesel retrofit programs, but have always said that such funding should be "new" money, and should not occur as cuts to state and local air grants. Cuts of this size will impact

local clean air agencies, potentially shifting responsibility back to the state without money to do the work.

## Model Toxics Control Account

Both the State and Local Toxics Control Accounts receive money from a tax on the price of oil, which is at record highs right now. Money from these accounts is primarily used to clean-up land and water that has been contaminated with toxic chemicals. These accounts are highly volatile because of changes in oil prices and unpredictable tax refunds. We manage a core toxic site clean up program; and when funding increases, such as now, we use that money to clean up more sites.

## Oil Spill Prevention Account

Funding from the Oil Spill Prevention Account is used to prevent and prepare for oil and hazardous material spills. This is a fee account based on a $.04 per barrel tax on the first possession of petroleum imported into and consumed in our state. We are experiencing a downward trend in the money in this account, even though the risk for an oil spill is increasing due to more oil deliveries and oil use in our state.

## General Fund money for natural resource agencies

Most of our water quality monitoring, protection and water management programs rely on funding from the state General Fund. With the state facing a General Fund deficit, there is risk to funding stability for these critical programs.

## Added cost pressures

- Population growth is increasing pressure on our ability to protect air and water quality, reduce waste generation, and manage our water supplies. Even when we are successful in reducing our pollution or garbage, population growth often offsets those successes.
- Heath care costs for our employees have risen, but our revenue from permit fees and other dedicated sources have not. As the state pays more in health care for its employees, we have less money to protect and restore the environment.
- The cost of building supplies have risen as a direct result of the natural disasters our country faced in 2005 in the South. Building supplies as well as contractors to perform necessary repair and maintenance on our buildings are more difficult to find and more costly.

# *Capital Funding Strategies*

Ecology owns and leases space in 16 buildings throughout the state. During the past several years, operations have shifted from headquarters to our regional and field offices to better serve local communities. In addition, smaller teams of staff have been co-located with other state offices in communities to bring our services closer to the people we work with. Over the course of the next two years, we will continue to evaluate how to best serve our customers, which may include co-locating staff in other areas in the state.

Major upgrades of our Padilla Bay National Estuarine Research Reserve are just about complete. Padilla Bay is an estuary at the saltwater edge of the large delta of the Skagit River. It is about eight miles long, and three miles across. In 1980, this bay was selected to be included in the National Estuarine Research Reserve System. The site, managed by our agency, is used for research and education.

Capital facility projects for the 2007 – 2009 biennium include:

- Secure Certificate of Participation (COP) funding to build a new facility in our Northwest Region.
- Construct an environmental laboratory/storage addition at the Ecology Spokane building.
- Purchase adjacent property, demolish structures and construct stormwater and parking facilities at the Ecology Spokane building.

# *Information Technology Strategies*

During the past seven years, we have posted a significant amount of information and environmental data to its Internet site. Our goals to make environmental information more accessible and user-friendly for the public include:

- Improve timeliness and ease in information accessed on the web.
- Increase the opportunity to conduct business with the agency over the web.
- Increase staff efficiency.

Technology improvements for the 2007 – 2009 biennium include:

- Improve user friendliness of our Web site to support service delivery.
- Participate with the Office of Regulatory Assistance to create a Business Portal for:

    - Online permitting assistance.
    - Online financial transactions.
    - Integration of legacy data from historical databases to support the use of the business portal.

Technology investments for the 2007 – 2009 biennium include:

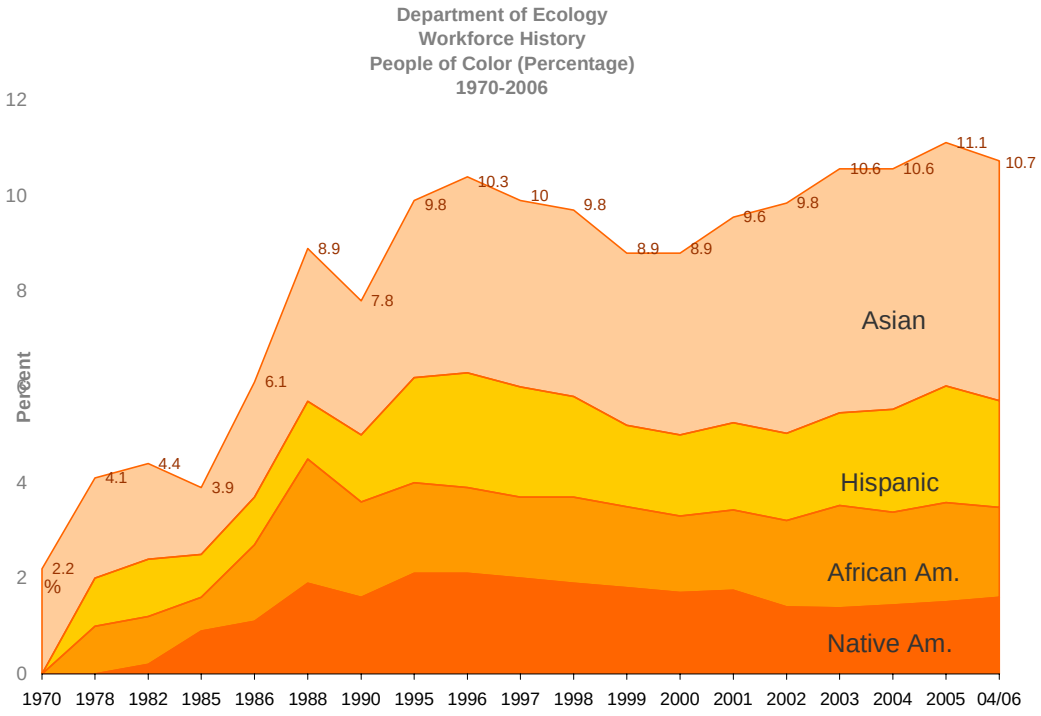
- Contract and grants.
    - Continued investment in the enterprise wide contracts and grants management system. If the state does not move forward with the enterprise model, Ecology must continue building this important database system to manage our contracts and grants.
- Document management system.
    - We need to do a better job in the way we manage our documents. Creating an electronic document-management system is critical for maintaining historical documents and managing public disclosure.
- Content management.
    - We need to establish a process for tracking and cataloging the changes of content to our Web site, since this information is often used in decision-making.
- Ecology information portal.
    - Improved decision-making by the agency and by the public would be greatly enhanced through the development of a “query-based” integrated and user-friendly system.
- Water Rights Tracking System.
    - Improved data management and migration of historical data in to the new system.

# *Diversity*

The communities and citizens Ecology serves are diverse. We have outlined goals and strategies toward achieving a more diverse workforce that reflects the citizens of Washington State, including:

- A comprehensive Diversity Program that is built into the "way we do business" as a state agency. For example, an agency check-list is used by employees during rule development processes to assess the need to provide translation or interpretation services for citizens who speak English as a second language.

- Recruitment and hiring plans with a focus on reaching affirmative-action availability goals, recognizing that affirmative action is one component of our diversity efforts.
- Implement programs that increase the retention of current Ecology employees. For example, sponsoring cultural potlucks that feature speakers with diverse perspectives to increase awareness and understanding within the agency.




# *Workforce Strategies*

We have worked collaboratively with the statewide "Washington Works" team and have been engaged in preparing for and managing the changes that will come from:

- Civil service reform.
- Collective bargaining
- Human resource management system.
- Competitive contracting through an internal "deployment team."

One of the biggest changes for the agency is working in a collective bargaining environment for the first time in its 36-year history. We need the most highly skilled supervisors and mangers to partner with the human resources office to focus on:

- Performance management.
- Potential connections of employee performance to compensation.
- More flexible systems for recruitment and employee selection processes.

Ecology's future staffing needs and capacity to implement the elements of "Washington Works" are predicted to be manageable. No significant opportunities for competitive contracting of current services have been identified. Assessment of our ability to deliver on our environmental strategic priorities, given current staffing levels, is ongoing.

# *Sustainability Plan*

Ecology has a Sustainability Plan designed to reduce our environmental impact. We too consume natural resources, dispose of wastes, and generate air and water pollution. We are committed to reducing our use of natural resources and waste generation.

We have adopted the most commonly used definition of "sustainability" and "sustainable development" from the United Nations 1987 publication, *Our Common Future*, known as the *Brundtland Report*:

> *Sustainable development is development that meets the needs of the present without compromising the ability of future generations to meet their own needs.*

Our five goals focus on buildings and grounds, employee support services, supporting sustainable communities, regulatory activities, and employee awareness:

- Provide healthy and safe work environments complementary to host eco-systems.
- Carry out agency operations and support services in a sustainable way.
- Support sustainable communities.
- Integrate sustainability principles into the agency's rules, policies, and practices.
- Institutionalize sustainability as an agency value, and raise employee awareness of sustainable practices in the workplace.

For more information on Ecology's Sustainability Plan, please go to:
http://www.ecy.wa.gov/sustainability/Plan/index.html

# *Improve Air Quality*

*The mission of Ecology's Air Quality Program is to protect, preserve and enhance the air quality of Washington to safeguard public health and the environment and support high quality of life for current and future generations*.

For more information on air quality, visit our website at:
http://www.ecy.wa.gov/programs/air/airhome.html

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| Why air quality is a priority | Air pollution harms public health, the environment, and the economy. Air pollution causes lung disease and worsens existing respiratory and cardiopulmonary disease. Over 50% of the state's population suffers from one or more medical conditions that make them very vulnerable to air pollution, and hundreds of people die each year from exposure to fine-particle pollution in Washington. We estimate that the current annual direct and indirect costs of air pollution-associated death and illness to the Washington economy are in the hundreds of millions of dollars.<br><br>Most current efforts to control air pollution focus on particles of dust, smoke, and soot. However, we now know that hundreds of chemicals, called toxic or hazardous air pollutants, enter the atmosphere from a wide variety of sources. Little is known about their levels in the atmosphere and the extent of their impact on human health and the environment.<br><br>Population and economic growth and increased vehicle use add to the air pollution burden and serve to offset gains from clean air strategies. The potential of a warming climate in Washington poses additional risks from air pollution. Longer periods of hot, dry weather can increase ozone pollution, and particle pollution can rise from an increase in forest fires and dust blown from more arid lands. |
| Authorizing Laws | • Chapter 70.94 RCW, Clean Air Act<br>• Chapter 70.120 RCW, Motor Vehicle Emission Control<br>• Federal Clean Air Act |
| Constituents and Interested Parties | • Motorists, transportation agencies, and motor vehicle related businesses.<br>• Business, Industry, and affiliated trade associations.<br>• Wood stove and fireplace users, manufacturers, and related |

businesses such as dealers.

- Agriculture and agricultural related business.
- Local, state, federal, and tribal governments.
- General public and special interest groups.

Air Quality Activities, Results and Performance Measures

1. Prevent unhealthy air and violations of air quality standards.

   Result: Air quality standards in Washington State are met, public health problems associated with unsafe air are minimized, and federal sanctions are avoided.

   Performance measure: Number of citizens exposed (exposure days) to air quality that does not meet "healthy" levels.

2. Reduce health and environmental threats from motor vehicle emissions.

   Result: Motor vehicle emissions are minimized and managed, public health impacts from motor vehicle emissions are addressed, and federal sanctions for failure to meet standards are avoided.

   Performance measure: Percent reduction in tons of motor vehicle emissions.

3. Reduce risk from toxic air pollutants.

   Result: The public health threat from toxic air pollutants is minimized.

   Performance measure: Number of diesel vehicles (school buses and public sector equipment) retrofitted with pollution control equipment.

4. Reduce health and environmental threats from smoke.

   Result: Public health threats from smoke are managed and minimized.

   Performance measure: Number of times monitored particulate matter levels, less than 2.5 microns, exceed

"healthy" levels statewide.

5. Reduce air pollution from industrial and commercial sources.

   Result: Air pollution from industrial and commercial sources is managed to protect public health and minimize costs and regulatory burdens.

   Performance measure: Average Notice of Construction permit processing time (days).

6. Measure air pollution levels and emission to make sound policy decisions.

   Result: Accurate and comprehensive air quality data is gathered, maintained, and evaluated over time to ensure informed policy decisions can be made.

   Performance measure: Percent of statewide population living where air quality is routinely measured or modeled.

# *Reduce & Manage Hazardous Wastes*

*The mission of the Hazardous Waste and Toxics Reduction Program is to foster sustainability, prevent pollution and promote safe waste management.*

For more information about hazardous waste, visit our website at: http://www.ecy.wa.gov/programs/hwtr/index.html

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| Why hazardous waste and toxics reduction is a priority | There are inherent risks in the use of hazardous chemicals. When chemicals become hazardous waste, they are, by definition, harmful to the environment and to human health. Many of these wastes are persistent in the environment, remaining toxic for a very long time, and some can build up (bioaccumulate) in the food chain. Currently about 7,000 hazardous waste generators produce more than 117 million pounds of hazardous waste annually in Washington. |
| Authorizing Laws | • Chapter 70.105 RCW, Hazardous Waste Management Act<br>• Federal Resource Conservation and Recovery Act<br>• Chapter 70.95 RCW, Hazardous Waste Reduction Act<br>• Chapter 70.95C RCW, State Solid Waste Act<br>• Chapter 70.95E RCW, Hazardous Waste Fees<br>• Chapter 70.105D RCW, State Hazardous Waste Cleanup<br>• Chapter 70.102.020 RCW, Hazardous Substance Information Act<br>• Chapter 49.70 RCW, State Worker and Community Right-to-Know Act<br>• Chapter 15.54 RCW, Fertilizer Regulation Act<br>• Chapter 173-307 WAC, Pollution Prevention Plans<br>• Chapter 173-305 WAC, Hazardous Waste Fees<br>• Chapter 173-303 WAC, Dangerous Waste Regulations |
| Constituents and Interested Parties | • General public<br>• Local governments, federal and state agencies<br>• Business groups and associations<br>• Washington State University<br>• Regulated businesses and agencies<br>• Tribes<br>• Environmental groups<br>• Environmental Protection Agency |

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| Hazardous Waste And Toxics Reduction Activities, Results and Performance Measures | 1. Reduce the generation of hazardous waste and the use of toxic substances.<br><br>Result: The amount of hazardous waste generated is reduced. Businesses save on cleanup and disposal costs, public exposure is minimized, and future cleanups are avoided.<br><br>Performance measure: Pounds of hazardous waste generated annually.<br><br>2. Increase safe hazardous waste management through technical assistance.<br><br>Result: Hazardous waste is safely managed, employees and the public are protected, and businesses are in compliance with state hazardous waste laws.<br><br>Performance measure: Number of technical assistance visits prioritized for Beyond Waste sectors.<br><br>3. Increase compliance and take action on significant environmental threats from hazardous waste.<br><br>Result: Improved facility compliance in managing hazardous wastes for the protection of public health and the environment when other voluntary efforts fail.<br><br>Performance measure: Number of targeted inspections to find and resolve all significant hazardous waste environmental threats.<br><br>4. Prevent hazardous waste pollution through permitting, closure, and corrective action.<br><br>Result: Assurance that facilities treating, storing, or disposing of hazardous wastes are constructed and operated properly to prevent soil, water, or air contamination.<br><br>Performance measure: Percent progress toward formal corrective action activities. |

5. Improve community access to hazardous waste information and quality data.

   Result: Hazardous waste data (waste type, location, volume, etc.) is readily available to emergency responders, local governments, citizens, and decision-makers.

   Performance measure: Increase marketing and public access to hazardous waste Web sites.

# *Reduce & Manage Solid Wastes*

*The mission of the Solid Waste and Financial Assistance Program is to reduce both the amount and the effects of wastes generated in Washington State.*

For more information about solid waste, visit our website at:
http://www.ecy.wa.gov/programs/swfa/index.html

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| Why solid waste reduction and management is a priority | Wastewater, air contaminants, and dangerous wastes generated by industrial sources are produced in very large quantities. Our focus is on minimizing the environmental and human health risks associated with potential contamination from waste disposal. In addition to industrial waste, the continued increase in waste created by the state's growing population requires a shift in emphasis from waste disposal to waste reduction and prevention. Some of the largest toxic waste cleanup sites in Washington are former solid waste landfills that have failed to contain disposed hazardous materials. Prevention of future contamination is an important environmental priority. |
| Authorizing Laws | • Chapter 70.95 RCW, Solid Waste Management Act – Reduction and Recycling<br>• Chapter 70.93 RCW, Waste Reduction, Recycling and Model Litter Control Act<br>• Chapter 70.95C RCW, Waste Reduction<br>• Chapter 70.105 RCW, Hazardous Waste Management Act<br>• Federal Resource Conservation and Recovery Act<br>• Chapter 70.138 RCW, Incinerator Ash Residue<br>• Chapter 70.105D RCW, Model Toxics Control Act<br>• Chapter 70.95D RCW, Solid Waste Incinerator and Landfill Operators<br>• Chapter 70.95J RCW, Municipal Sewage Sludge (Biosolids) |
| Constituents and Interested Parties | • State and local governments<br>• Environmental interests<br>• Private sector<br>• Businesses<br>• Citizens |

Solid Waste and Financial Assistance Activities, Results and Performance Measures

1. Eliminate waste, promote material reuse, and safely manage trash.

   Result: Solid waste generation per person decreases, saving businesses and people money, and saving resources for future generations.

   Performance measure: Million of tons of solid waste generated annually in Washington.

2. Provide a One Stop Shop to the state's largest industrial facilities.

   Result: Improved compliance with environmental standards at pulp and paper facilities, oil refineries, and aluminum smelters throughout the state.

   Performance measure: Percent of industrial section permit actions that meet the agency timeliness goals.

3. Reduce persistent, bioaccumulative toxins (PBTs) in the environment.

   Result: Public health and environmental impacts associated with PBTs are minimized, and strategies are developed and implemented to reduce and eliminate these harmful chemicals.

   Performance measure: Percent completion of
   1) Implementation of the flame-retardant (PBDE) Chemical Action Plan; and 2) A multi-year schedule for the next several chemical action plans.

4. Fund local efforts to clean up toxics sites and manage or reduce waste.

   Result: Grant funding is provided to local governments for cleaning up contaminated waste sites for redevelopment and for local solid waste and recycling programs. Funding is also provided to citizens for public participation in the cleanup of toxic waste sites.

Performance measure: Million of tons of solid waste generated annually in Washington.

5. Prevent and pick up litter.

   Result: Roads are cleaner.

   Performance measure: Road cleanliness rating.

# *Clean Up Toxic Sites*

*The mission of the Toxics Cleanup Program is to get and keep contaminants out of the environment*.

For more information on toxic sites, visit our website at:
http://www.ecy.wa.gov/programs/tcp/cleanup.html

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| Why toxics site cleanup is a priority | Over 10,000 sites throughout Washington are contaminated with toxic chemicals. Roughly 6,000 of these sites are the result of an underground storage tank leaking oil and gas into the environment, resulting in soil and groundwater contamination. |
| Authorizing Laws | • Chapter 70.105D RCW, Model Toxics Control Act<br>• Chapter 90.76 RCW, Underground Storage Tanks<br>• Chapter 90.48 RCW, Water Pollution Control Act<br>• Chapter 90.71 RCW, Puget Sound Water Quality Protection |
| Constituents and Interested Parties | • The Legislature<br>• State, federal, and local governments<br>• Conservation and environmental groups<br>• Business and individuals engaged in the cleanup of contaminated sites<br>• Ports<br>• Insurance companies<br>• Tribes<br>• Lenders, developers, and realtors<br>• Water purveyors<br>• Tank owners and operators<br>• Underground storage tank service providers<br>• Citizens interested in, living near, or affected by contaminated sites |
| Toxics Cleanup Activities, Results and Performance Measures | 1. Clean up the worst contaminated sites first (upland and aquatic).<br><br>Result: The most highly contaminated sites are cleaned up, public and environmental health is protected, and sites are ready for redevelopment and job creation. |

Performance measure: Number of known toxics-contaminated sites with cleanup actions completed.

2. Manage underground storage tanks to minimize releases.

   Result: Underground storage tanks are properly installed, monitored, and decommissioned to minimize the release of oil, gas, and other toxic materials into drinking water and other underground water sources.

   Performance measure: Percent of inspected underground storage tank sites in compliance with state requirements within 60 days of inspection.

3. Provide services to site owners that volunteer to clean up their contaminated sites.

   Result: Contaminated sites are voluntarily cleaned up by site owners and prospective buyers using private funding.

   Performance measure: Percent of the voluntary cleanup program applicants who receive an assessment of their plan or report within 90 days.

# *Clean Up the Hanford Nuclear Reservation*

*The mission of the Nuclear Waste Program is to lead the effective and efficient clean up of the United States Department of Energy's Hanford Site, to ensure sound management of mixed hazardous and nuclear wastes in Washington and to protect the state's air, water and land at and adjacent to the Hanford site.*

For more information about the nuclear waste, visit our website at: http://www.ecy.wa.gov/programs/nwp/index.html

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| Why nuclear waste management is a priority | The Hanford Site consists of 560 square miles located in southeast Washington. Hanford's half-century of nuclear materials production has created one of the world's most polluted areas. The cleanup challenges include:<br>• Removing and vitrifying (immobilizing through glassification) an estimated 53 million gallons of radioactive and chemically hazardous wastes stored in tanks.<br>• Retrieval, management, and treatment of 75,000 drums of hazardous and radioactive wastes from Hanford's burial grounds, storage facilities, and continuing cleanup activities.<br>• Reducing the health and environmental risks of over 95 square miles of contaminated groundwater. |
| Authorizing Laws | • Chapter 70.105 RCW, Hazardous Waste Management Act<br>• Chapter 70.105D RCW, Model Toxics Control Act<br>• Federal Resource Conservation and Recovery Act<br>• Comprehensive Environmental Response, Compensation and Liability Act<br>• Federal Toxic Substance Control Act<br>• Chapter 90.48 RCW, Clean Water Act<br>• Chapter 70.94 RCW, Clean Air Act |
| Constituents and Interested Parties | • Federal, state, and local agencies<br>• Tribes<br>• Natural Resource Trustee Council<br>• Public interest groups<br>• Businesses |

Nuclear Waste Activities, Results and Performance Measures

1. Ensure safe tank operations, storage of tank wastes, and closure of the waste storage tanks at Hanford.

   Result: Public health and environmental risk from the highly toxic, mixed radioactive, and hazardous tank waste is reduced.

   Performance measure: Number of tanks containing radioactive hazardous waste emptied at Hanford's "C-Tank Farm."

2. Treat and dispose of Hanford's high-level radioactive tank waste.

   Result: By 2028, 53 million gallons of high-level radioactive mixed waste from Hanford's interim storage tanks will be retrieved and treated. The Hanford Tank Waste Treatment Plant will be operating by January 2011.

   Performance measure: Percent of the Hanford tank waste treatment plant construction completed.

3. Ensure the safe management of radioactive mixed waste at Hanford.

   Result: 2.6 billion gallons of liquid waste and 35 million cubic feet of solid wastes will be treated and disposed of by 2017, significantly reducing the risks posed by the waste to Hanford workers and the environment.

   Performance measure: Amount of radioactive transuranic waste removed from the low-level burial grounds at Hanford.

4. Clean up and remove large, complex, contaminated facilities throughout Hanford.

   Result: All major facilities on the Hanford Site will be decontaminated and decommissioned and either demolished or placed into a long-term safe storage configuration.

   Performance measure: Decontaminate and decommission the plutonium finishing plant on Hanford on schedule.

5. Restore the air, soil, and water contaminated from past activities at Hanford.

   Result: Public use of the air, soil, and water at Hanford is Restored, and human and environmental risks associated with past Hanford activities are removed or reduced.

   Performance measure: Tons of radioactive and chemically contaminated soil and debris removed and securely disposed at Hanford.

# *Protect Shorelands, Wetlands & Watershed Health*

*The mission of the Shorelands and Environmental Assistance Program is to work in partnership with communities to support healthy watersheds and promote statewide environmental interest.*

For more information about shorelands and wetlands, visit our website at: http://www.ecy.wa.gov/programs/sea/shorelan.html

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| Why shorelands, wetlands and habitat protection is a priority | By the middle of the 21st century, Washington's population is expected to double, adding the equivalent of 29 cities the size of Tacoma. Increased population leads to increased development and places a growing strain on existing utilities, infrastructure, and natural resources. The challenge facing Washington is how to best allow and support appropriate development while ensuring the long-term health of watersheds. This includes preventing the gradual damage of fish and wildlife habitat and water quality, and reducing the threat of flooding and erosion to public safety and property. |
| Authorizing Laws | • Chapter 90.58 RCW, Shoreline Management Act<br>• Chapter 90.82 RCW, Watershed Planning Act<br>• Chapter 86.16 RCW, Floodplain Management Act<br>• Chapter 86.26 RCW, State Participation in Flood Control Maintenance<br>• Chapter 90.71 RCW, Puget Sound Water Quality Program<br>• Chapter 43.220 RCW, Washington Conservation Corps<br>• Chapter 90.48 RCW, Water Pollution Control Act<br>• Chapter 43.21C, RCW, State Environmental Policy Act<br>• Chapter 90.84 RCW, Wetlands Mitigation Banking<br>• Chapters 90.03.265 and 43.21a.690 RCW, Cost Reimbursement<br>• Chapter 47.06C RCW, Permit Efficiency and Accountability Act<br>• Transportation Streamlining<br>• Federal Coastal Zone Management Act |
| Constituents and Interested Parties | • Federal, state, and local government<br>• Tribes<br>• Business |

- Environmental organizations
- Citizens and property owners

Shorelands and Environmental Assistance Activities, Results and Performance Measures

1. Protect, restore, and manage wetlands.

   Result: Wetlands are protected, restored, and managed, and local governments and other parties are assisted in carrying out local wetland protection efforts.

   Performance measure: Number of acres of wetlands in wetland banks.

2. Protect and manage shorelines in partnership with local governments.

   Result: Shorelines of the state are protected, restored, and managed consistent with state and local laws.

   Performance measure: Number of the communities (cities and counties) that have submitted updated Shoreline Master Plans.

3. Provide streamlined project permitting for transportation projects.

   Result: State transportation project reviews are adequately funded, and permits are processed in an expedited manner to meet Department of Transportation timelines, while complying with applicable environmental laws.

   Performance measure: Percent of transportation project decision documents that are completed within agreed-upon timeframes.

4. Provide technical and financial assistance to local governments to reduce flood hazards.

   Result: Flood damage to properties and the environment is minimized through development and implementation of local Comprehensive Flood Hazard Management Plans and related flood control projects.

Performance measure: Number of flood-prone communities receiving direct support on regulatory issues, flood hazard reduction, and the protection of floodplain functions and values.

5. Provide technical training, education, and research through Padilla Bay Estuarine Reserve.

   Result: The Padilla Bay Reserve is managed and maintained in a cost effective way to provide public education, training, and scientific research and monitoring.

   Performance measure: Number of school children participating in educational programs at Padilla Bay.

6. Provide technical and financial assistance for local watershed planning.

   Result: Local watershed plans are developed and implemented to address local water use needs, water quality protection, and fish habitat.

   Performance measure: Number of watersheds where new instream flow or water management rules are adopted.

7. Restore watersheds by supporting community-based projects with the Washington Conservation Corp.

   Result: Washington Conservation Corp carry out conservation and emergency response related projects in support of local communities, and are provided valuable educational and work experiences.

   Performance measure: Number of vegetative plantings to restore stream habitat.

8. Protect water quality by reviewing and conditioning projects.

   Result: Projects that will potentially affect water quality meet federal and state water quality standards to protect water quality, habitat, and aquatic life.

Performance measure: Percentage of routine 401 water quality certifications issued within 90 days.

9. Provide technical assistance on State Environmental Policy Act review.

   Result: The environmental review process in the State Environmental Policy Act is used to effectively mitigate environmental impacts, minimize development costs, and provide public input into the process.

   Performance measure: Number of State Environmental Policy Act assistance actions.

# *Improve Water Quality*

*The mission of the Water Quality Program is to protect and restore Washington's waters*.

For more information about water quality, visit our website at:
http://www.ecy.wa.gov/programs/wq/wqhome.html

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| Why water quality protection is a priority | Across Washington, water pollution threatens the state's lakes, estuaries, streams, and groundwater. Significant sources of pollution include: 5.2 million vehicles on 80,000 miles of public road; more than 36,000 farms on 15.7 million acres of land; 275 municipalities with existing residential, commercial, and industrial pollution sources; and about 40,000 new homes built each year. As Washington's population continues to increase, so will these potential sources of water pollution. |
| Authorizing Laws | • Chapter 90.48 RCW, Water Pollution Control Act<br>• Federal Clean Water Act<br>• Federal Safe Drinking Water Act<br>• Chapter 76.09 RCW, Forest Practices Act<br>• Chapter 90.71 RCW, Puget Sound Water Quality Protection<br>• Chapter 70.146 RCW, Water Pollution Control Facilities Financing Act<br>• Chapter 70.105D RCW, Model Toxics Control Act<br>• Chapter 43.21A.650 RCW, Freshwater Aquatic Weeds Account<br>• Chapter 90.64 RCW, Dairy Nutrient Management Act<br>• Chapter 90.46 RCW, Reclaimed Water Use<br>• Chapter 90.50A RCW, Water Pollution Control Facilities Federal Capitalization Grants<br>• Chapter 90.42 RCW, Water Resources Management Act |
| Constituents and Interested Parties | • Federal, tribal, state, and local governments<br>• Water Quality Partnership Advisory Committee<br>• Financial Assistance Advisory Council<br>• Citizens, businesses and special interest groups<br>• Watershed Planning Groups |

Water Quality Activities, Results and Performance Measures

1. Prevent point-source water pollution.

   Result: Surface and groundwater resources meet federal and state water quality standards for the protection of human health and the environment (supply and use, public health, aquatic life, recreation, habitat, and commerce).

   Performance measure: Percent backlog in issuing water discharge permits (national pollutant discharge elimination system permits).

2. Control stormwater pollution.

   Result: Contamination of streams, rivers, estuaries, lakes, and groundwater from the runoff of stormwater from roads and other impervious surfaces is reduced.

   Performance measure: Percent completion of the issuance of the Eastern Washington Phase 2 stormwater permit.

3. Reduce nonpoint source water pollution.

   Result: Protection of surface and groundwater through community implementation of the State's Nonpoint Pollution Management Plan to address Washington's number one cause of water pollution.

   Performance measure: Fecal coliform concentration to Hood Canal from the Skokomish River, (measured at the Highway 106 bridge (colony forming units per 100 milliliters).

4. Provide water quality financial assistance.

   Result: Public funds dedicated to improve water quality for the protection of public health and the environment are managed responsibly.

   Performance measure: Percent of water quality grant and loan agreements that have identified quantifiable environmental benefits that reflect the environmental return on the dollars invested.

5. Clean-up polluted waters.

   Result: Water quality cleanup plans to protect public health and the environment are implemented.

   Performance measure: Number of water quality cleanup plans submitted to the U.S. Environmental Protection Agency.

# *Manage the Sustainability of Water Resources*

*The mission of the Water Resources Program is to support sustainable water resources management to meet the present and future water needs of people and the natural environment, in partnership with Washington communities.*

For more information about water resources, visit our website at: http://www.ecy.wa.gov/programs/wr/wrhome.html

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| Why water resource management is a priority | Washington continues to lack water where and when it is needed for communities and the natural environment. Unprecedented population and economic growth has fueled and highlighted the growing demand for water. A number of factors have combined to broaden awareness about water availability: the threat of extinction to once abundant fish stocks; the lack of water in many areas for further allocation; increased competition and litigation over water; lengthy delays and uncertainty over water rights applicants; drought conditions; and concern over climate change. |
| Authorizing Laws | • English Common Law<br>• Chapter 90.03 RCW, Water Code<br>• Chapter 18.104 RCW, Water Well Construction Act<br>• Chapter 90.14 RCW, Water Right Claims Registration and Relinquishment<br>• Chapter 90.22 RCW, Minimum Water Flows and Levels<br>• Chapter 90.44 RCW, Regulation of Public Ground Waters<br>• Chapter 90.54 RCW, Water Resources Act<br>• Chapters 90.38 and 90.42 RCW, Trust Water Rights Program<br>• Chapter 90.80 RCW, Water Conservancy Boards<br>• Chapter 90.82 RCW, Watershed Planning<br>• Chapter 43.99E RCW, Water Supply Facilities – 1980 Bond<br>• Chapter 43.27A.190 RCW, Water Resource Orders<br>• Chapter 43.83B RCW, Water Supply Facilities<br>• Water Law Reform of 2001<br>• Municipal Water Supply and Efficiency Requirements of 2003 |
| Constituents and Interested Parties | • General public<br>• Agriculture groups<br>• Business and industry |

- Federal, state, and local governments
- Utilities and irrigation districts
- Local watershed planning groups
- Tribes
- Environmental organizations
- Citizens living near dams and owners of dams
- Real estate developers
- Recreational water users
- Sport and commercial fishers
- Water rights holders
- Well drillers

Water Resource Activities, Results and Performance Measures

1. Manage Water Rights.

   Result: Allocation of new water rights and changes to existing water rights are improved through sound and timely permit decision-making.

   Performance measure: Number of water right changes and new water right decisions completed.

2. Prepare and respond to drought and climate change.

   Result: Drought effects and climate change are mitigated through improved planning, communication, coordination, and loss-prevention efforts.

   Performance measure: Respond as necessary to the affects of drought.

3. Assess, set, and achieve instream flows.

   Result: Setting and achieving instream flows in critical basins is increased to benefit people, fish, farming, and the environment.

   Performance measure: Number of instream flows set and volume of water saved for instreram flow.

4. Support water use efficiency.

   Result: Water savings and environmental protection is improved, water and energy costs are lowered, enterprises are more competitive, and pressure on water supplies and waste treatment facilities is lessened.

   Performance measure: Volume of water saved for instreram flow in acre feet.

5. Regulate well construction.

   Result: Protection of consumers, well drillers, and the environment is improved, and the risk of aquifer contamination and cleanup costs are reduced.

   Performance measure: Number of water supply wells inspected.

6. Ensure dam safety.

   Result: The risk of potentially catastrophic dam failures is reduced, increasing the safety of people and property located below dams.

   Performance measure: Number of high-hazard dams inspected.

7. Support local watershed management of water resources.

   Result: Local watershed management plans are adopted and implementation has begun with sufficient information and agreement to support sound water resources use and actions.

8. Provide water resources data and information.

   Result: Greater agreement is achieved and more informed water resources decisions are made based on increasingly timely and accurate data, and public access to information is improved.

9. Adjudicate water rights.

   Result: Improved clarity on the validity and extent of the water rights in the Yakima Basin and other basins through legal settlement.

10. Promote compliance with water law.

    Result: Awareness of, and compliance with, the state's water laws is increased so that legal water users and applicants for water rights are not impaired, water use remains sustainable, and the environment is protected.

    Performance measure: Number of enforcement orders and penalties.

# *Monitor & Assess Environmental Conditions*

*The mission of Ecology's Environmental Assessment Program is to measure and assess environmental conditions in Washington State.*

For more information about environmental monitoring, visit our website at: http://www.ecy.wa.gov/programs/eap/index.html

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| Why environmental assessment is a priority | Credible and timely information about the condition and function of Washington's waters and sediments is vital to environmental decision-making. Our scientists and laboratory chemists provide objective monitoring, studies, and laboratory analyses to support decisions and actions made by our agency and others. Making our information available is critical to the decisions made by local governments and others. This includes: quality of the freshwater and marine water and sediment; actual stream levels in rivers and streams to support public and fishery needs; and evaluation of the impacts of pollutants on land and water. |
| Authorizing Laws | • Federal Clean Water Act<br>• Chapter 90.48 RCW, Water Pollution Control<br>• Chapter 90.71 RCW, Puget Sound Water Quality Protection<br>• Chapter 70.105D RCW, Model Toxics Control Act<br>• Chapter 43.21A RCW, Department of Ecology<br>• Chapter 70.119A.080 RCW, Public Water Systems – Penalties and Compliance |
| Constituents and Interested Parties | • Federal and local governments<br>• State agencies<br>• Tribes<br>• Businesses<br>• Environmental organizations<br>• General public |
| Environmental Assessment Activities, Results and Performance | 1. Monitor and assess the quality of state waters and measure stream flows statewide.<br><br>Result: The health of fresh water rivers; streams; lakes; |

Measures

marine and estuarine water; and marine sediments are assessed statewide.

Performance measure: Percent of ambient monitoring stations not meeting water quality criteria.

2. Conduct environmental studies for pollution source identification and control.

   Result: Comprehensive scientific studies are conducted to assess pollution sources and environmental health.

   Performance measure: Number of polluted stream segments, lakes and bays evaluated in water cleanup reports.

3. Measure contaminants in the environment by performing laboratory analyses.

   Result: Operation of a full-service environmental testing laboratory that provides defensible and accurate analytical and sampling support to the agency and other state and local governments.

   Performance measure: Percent of acceptable proficiency testing analyses completed by Ecology's Manchester Environmental Laboratory.

4. Ensure environmental laboratories provide quality data.

   Result: Environmental laboratories submitting data to the Departments of Ecology and Health have the demonstrated capability to provide accurate and defensible data.

   Performance measure: Percent of acceptable proficiency testing analyses completed by 95 representative accredited laboratories (of 480 labs in the program).

5. Improve quality of data used for environmental decision making.

   Result: Environmental decisions are made based on accurate, reliable, and timely data.

Performance measure: Development and implementation of a data quality policy.

# *Prevent and Clean Up Oil, Hazardous Spills and Illegal Dumps*

*The mission of the Spill Prevention, Preparedness and Response Program is to protect Washington's environment, public health, and safety through a comprehensive Spills program. The Spills program focuses on preventing oil spills to Washington's waters and land and ensures effective response to oil and hazardous substances spills whenever they occur*.

For more information about oil and hazardous materials spills, visit our website at: http://www.ecy.wa.gov/programs/spills/spills.html

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| Why spill prevention, preparedness and response is a priority | Billions of gallons of oil and hazardous chemicals move through Washington each year, by ship, pipeline, rail, and road. Accidents, equipment failure, and human error can all lead to unintended and disastrous consequences. Oil and chemical spills into Washington's waters can threaten some of the most productive and valuable ecosystems in the world, while spills on land threaten public health, safety, and the environment. |
| Authorizing Laws | • Chapter 90.56 RCW, Oil and Hazardous Substance Spill Prevention and Response<br>• Chapter 88.46 RCW, Vessel Oil Spill Prevention and Response<br>• Chapter 90.48 RCW, Water Pollution Control<br>• Chapter 88.40 RCW, Transport of Petroleum Products, Financial Responsibility<br>• Chapter 70.105 RCW, Hazardous Waste Management Act<br>• Chapter 70.105D RCW, Model Toxics Control Act |
| Constituents and Interested Parties | • Federal, state, tribal, and local governments, including the U.S. Coast Guard and local emergency management agencies<br>• The governments of Canada, British Columbia, Oregon and Idaho<br>• Vessel owners and operators worldwide, marine transportation Trade associations, public ports and marine trade unions<br>• Oil refineries, marine oil terminals and oil pipeline operators<br>• Spill response cooperatives and contractors<br>• Environmental organizations<br>• Citizens |

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| Spill Prevention, Preparedness and Response Activities, Results and Performance Measures | 1. Prevent oil spills from vessels and oil handling facilities.<br><br>Result: Fewer oil and chemical spills from vessels and oil handling facilities and environmental and public health impacts are minimized.<br><br>Performance measure: Percent of large regulated vessels entering state waters that have spills and casualties; and number of large oil spills.<br><br>2. Prepare for aggressive response to oil and hazardous material incidents.<br><br>Result: The agency and regulated community are fully prepared to promptly and aggressively respond to and mitigate the impacts of oil spills.<br><br>Performance measure: Percent of Ecology Spills Program staff trained to participate in the state Incident Management Assist Team (to ensure effective management of major spill incidents).<br><br>3. Rapidly respond to and clean-up oil and hazardous material spills.<br><br>Result: Oil spills, chemical spills, and methamphetamine labs are rapidly responded to and cleaned up in a timely manner to protect public health, natural resources, and property.<br><br>Performance measure: All oil spill and hazardous material complaints are responded to within 24 hours (through field response or documented communication).<br><br>4. Restore public natural resources damaged by oil spills.<br><br>Result: The environmental impacts from oil spills to publicly owned natural resources are restored or mitigated (compensated for) using damage assessment funding.<br><br>Performance measure: Value of natural resource restoration projects initiated (resulting from oil spill damages). |

# *Provide Efficient & Effective Agency Administration*

*The mission of internal support services is to direct and sustain the agency's effort to accomplish its mission: to protect, preserve and enhance Washington's environment, and promote the wise management of our air, land and water for the benefit of current and future generations*.

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| Why agency administration is a priority | Agency administration supports and assists the accomplishment of environmental benefit by providing information to citizens about environmental threats, fostering a working relationship with members of the Legislature, managing financial systems and issues, providing personnel services, and providing high-quality information services. |
| Authorizing Laws | • Chapter 43.21A RCW, Department of Ecology |
| Constituents and Interested Parties | • Internal management and staff<br>• The Legislature<br>• Federal, tribal, state, and local governments<br>• Citizens |
| Agency Administration Activities, Results and Performance Measures | 1. Office of Communication and Education.<br><br>Result: Effective communication, education, and public involvement strategies related to environmental issues.<br><br>2. Governmental Relations<br><br>Result: Effective leadership and policy development for federal and state legislative issues; effective coordination with tribes, local governments, and British Columbia; and effective rule development and economic analysis.<br><br>3. Employee Services<br><br>Result: A safe, supportive, and diverse work environment for current and future Ecology employees through comprehensive and innovative human resource activities. |

4. Regional and field offices

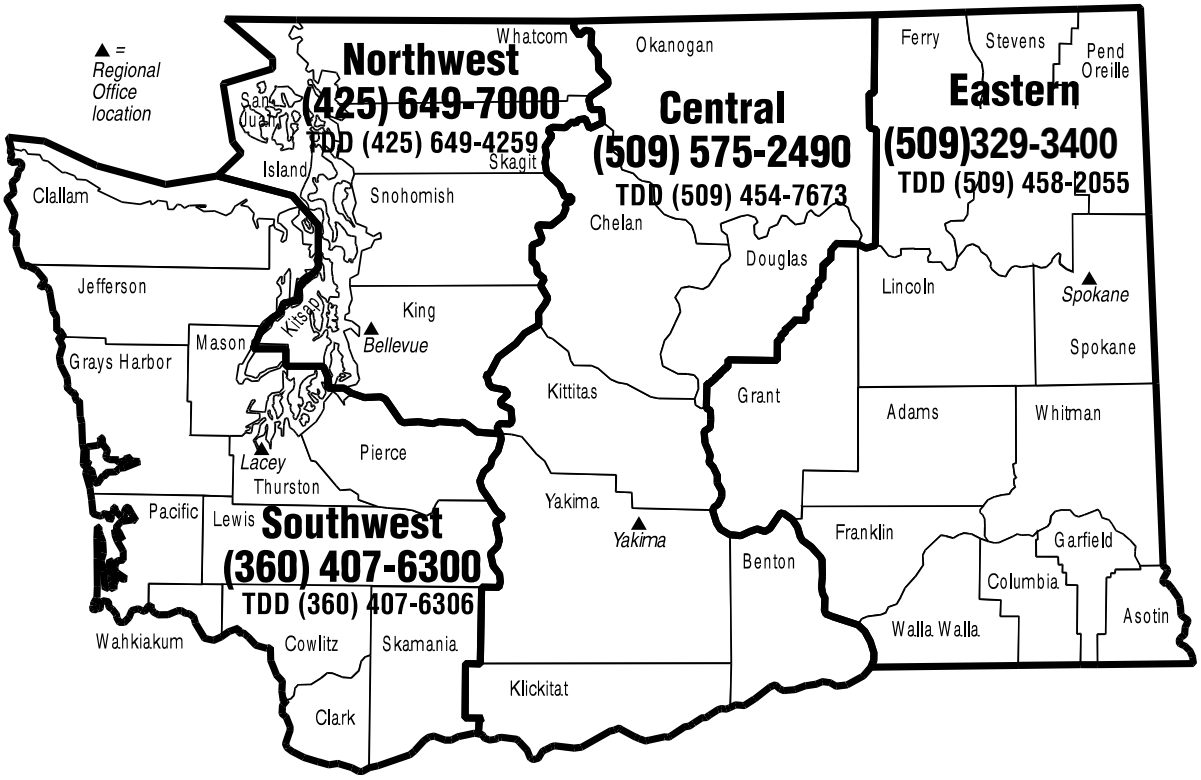
   Result: Core administrative support to regional office staff, effective assistance to local communities, and cross-media coordination and management for large, multi-program environmental reviews and permitting projects.

5. Financial Services

   Result: Agency managers, the Governor, the State Auditor, the Office of Financial Management, the Legislature, and the public have confidence in Ecology financial information and can use it to make crucial decisions affecting the environment.

6. Administrative Services

   Result: Agency staff receive reliable, secure, and high-quality desktop and network services; customers have easy access to Ecology information; facilities and vehicles are well maintained, safe, and efficient.




## How to Contact Ecology

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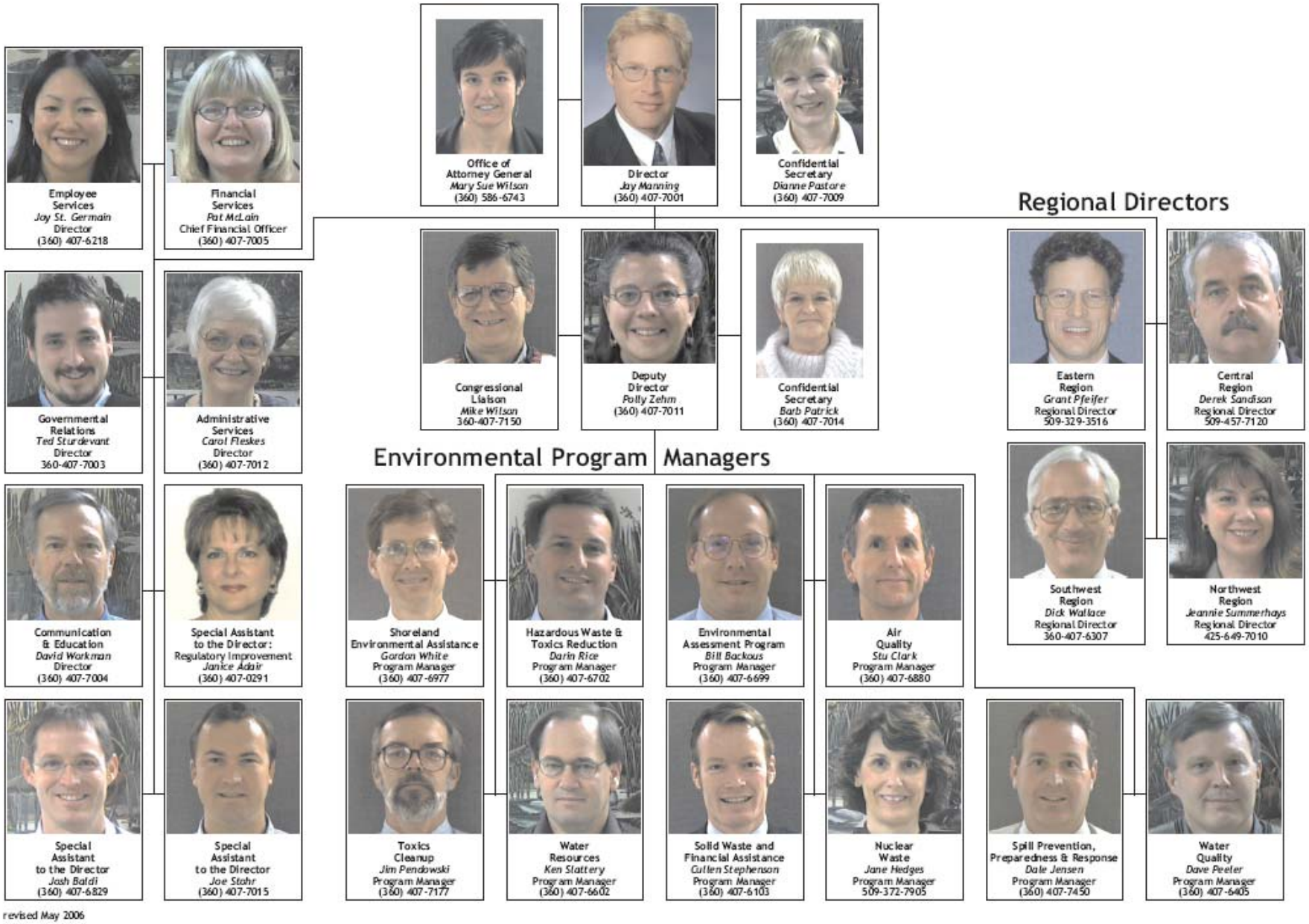
| **Headquarters:**<br>300 Desmond Drive SE<br>PO Box 47600<br>Olympia, WA 98504-7600<br>(360) 407-6000 | **Northwest Regional Office:**<br>3190 160th Avenue SE<br>Bellevue, WA 98008-5452<br>(425) 649-7000 |
| **Central Regional Office:**<br>15 West Yakima Avenue, Suite 200<br>Yakima, WA 98902-3401<br>(509) 575-2490 | **Southwest Regional Office:**<br>300 Desmond Drive SW<br>PO Box 47775<br>Olympia, WA 98504-7775<br>(360) 407-6300 |
| **Eastern Regional Office:**<br>4601 North Monroe Street, Suite 202<br>Spokane, WA 99205-1295<br>(509) 329-3400 | |

# Department of Ecology - Executive Management




revised May 2006