Washington State Department of Ecology

2005 – 2007 Strategic Plan

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Department of Ecology
2005 – 2007 Strategic Plan

July 1, 2005 through June 30, 2007

The Department of Ecology

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 destroying environmental resources and functions.

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.

Emerging Issues, Changing Needs & Opportunities

Throughout the 1970's, 1980's and into the mid-1990's, the Department of Ecology's primary role in environmental protection was focused on controlling pollution from "point" sources. Point sources of pollution include such practices as air emissions from factory smoke stacks and water discharge from sewage treatment facilities. Ecology, along with its federal and local partners, was successful in working with industry and municipal sewage treatment plants to control and reduce the amount of environmental pollution from these types of sources.

However, performance data and anecdotal information beginning in the early to mid 1990's indicated, for the most part, that the condition of our air, land and water was not significantly improving despite industrial control technologies. Data was pointing to other sources of pollution coming from many diffuse points, termed "nonpoint source pollution."

Nonpoint source pollution is caused by rainfall or snowmelt running over and through the ground. As this water moves over land and through the soil, it collects and transports both natural and human-made pollutants to receiving lakes, rivers, streams, coastal waters and ground water. Examples of nonpoint source pollutants include fertilizers, pesticides, oil, grease, bacteria from failing septic systems, animal waste from farms and sediment from soil erosion. Atmospheric deposition is also a source of nonpoint pollution.

During this same period, environmental threats to air quality focused on what is known as "criteria air pollutants." Criteria air pollutants are ozone, carbon monoxide, particulate matter, nitrogen dioxide, sulfur dioxide and lead. Similar to water quality protection, early pollution control strategies focused on the point sources from factories. Data in the early 1990 through today point to the fact that 55% of Washington's air pollution is from motor vehicles.

An emerging health issue is toxics in our environment. Monitoring and data analysis are underway to determine the extent of toxins in our air, knowing that a major source is from diesel engines. In addition, Ecology initiated a study on Persistent, Bioaccumulative Toxins (PBT) in early 2000 and has developed a strategy to reduce PBT's in our environment. PBT's are both naturally occurring and man-made substances that build up in the food chain and can affect human health and reproduction. These toxins travel long distances in the atmosphere, move readily from land to air and water, and do not break down easily. Examples of PBT's include mercury and flame retardants.

To address these and other emerging environmental and public health issues, Ecology is working in new and expanding areas:

Watershed Approach

Our watershed approach to protecting the state's waters and habitat has become a fundamental organizing principle. We are building strong partnerships throughout the state with local communities in developing and implementing local watershed plans. These plans identify solutions to water quality, water quantity and habitat protection problems.

Water Supply

A significant challenge involves managing the state's limited water supplies to meet the needs of people, farms and fish. Recent water law changes and new funding for water right application processing have resulted in significant changes in overall water management. Over the next several years Ecology will continue to focus on solutions to water availability problems.

Water Quality

Surface and ground water protection remains a major focus. Despite many improvements in industrial "point source" pollution control, water quality statewide continues to be a problem due to the multitude of small "non-point" sources of pollution (such as, stormwater, pesticide and fertilizer use and agriculture practices).

Beyond Waste

The prevention, reduction, management and safe disposal of solid and hazardous wastes are core functions at Ecology. Ecology is engaged with citizens and stakeholders in creating a long-term, 30 year Beyond Waste vision to significantly reduce waste generation.

Toxic Site Cleanup

Cleaning up land and water throughout the state that have been contaminated by toxic chemicals remains a challenge. This includes the clean up of contaminated marine sediments that impair shellfish growing areas and groundwater used for drinking water, decreasing emissions of toxics to the air that through deposition contaminate land and surface water, the clean up of abandoned drums, drug labs and oil spills and working to ensure the federal government on the clean up of the Hanford Nuclear Reservation.

Air Toxics

The considerable increase in the number of asthma cases and new data on the extent of public health risk associated with air toxics and fine particles at levels much lower than federal air quality standards reinforce the need to maintain and expand the agency's efforts in addressing air pollution.

Persistent, Bioaccumulative Toxins (PBTs)

Continued implementation of the Persistent, Bioaccumulative Toxins (PBT) strategy to reduce toxins in our environment is a priority in Ecology. PBT's in our air, soil and water take a very long time to break down. Because of this, animals and people accumulate PBT's in their bodies, primarily from the food we eat. PBT's have a wide range of toxic effects on humans, including effects to the nervous system, reproductive and developmental problems, immune response suppression, cancer and endocrine disruption.

Global Warming & Greenhouse Gas

Addressing global warming and greenhouse gas emissions will be a major challenge in this century. For the Pacific Northwest, the most significant consequence of climate change is likely to be the reduction in all-important summer water supply. As the climate warms, snowpack will shrink and summer streamflow may drop considerably.

Fundamental to all of our work at Ecology is the necessity to monitor and assess environmental conditions, both on a site-by-site basis and in determining the overall health of our air, land and water. Ecology has established monitoring networks for assessing the quality and quantity of our state waters and the quality of our outdoor air. In addition, monitoring is conducted at toxic site cleanups, hazardous waste sites and landfills to assure contaminated soil and water that is cleaned up continue to remain clean.

Priorities of Government

In August of 2002, Washington State, Governor Locke, initiated a "Priorities of Government" (POG) budget approach that identified results as the basis for budget decision-making. For the preparation of the 2005 – 2007 budget, state agencies are engaged in the second round of Priorities of Government. This government-wide assessment and evaluation of state services has several objectives:

- Establish a clear set of results that citizens 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 2005 – 2007 budget proposal to the Legislature, and to communicate that budget to the public.

Eleven statewide results have been identified ranging from the health of Washington citizens, public safety and education to natural resource protection. The Department of Ecology's objectives and activities most readily fit with the state result to:

- **Improve the quality of Washington's natural resources.**

Many of Ecology's activities also support three other statewide results:

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

The following four pages show how Ecology activities support the major strategies identified to **Improve the quality of Washington's natural resources**:

- Safeguards and Standards
  The Ecology activities aligned with this natural resource strategy limit or eliminate the harm to natural resources caused by human actions.

- Preserve, Maintain and Restore Natural Systems and Landscapes
  The Ecology activities aligned with this natural resource strategy concentrate upon preserving, restoring and protecting natural resources.

- Sustainable Use of Public Resources
  The Ecology activities aligned with this natural resource strategy include efforts to realize social and economic benefits from natural resource management.

- Change Individual Practices and Choices
  Ecology does not have discreet activities aligned with this POG natural resource category. Instead, at Ecology we integrate education, communication and outreach into many of our activities to manage the damage, preserve and restore natural systems and harvest the value. Through our education, communication and outreach efforts, we hope our information informs businesses, government and citizens about the choices they have to protect Washington's air, land and water.

Data and monitoring are critical to all aspects of improving the quality of our natural resources. Ecology has several activities aligned with data and monitoring which are shown on page 9.

Further detail of Ecology's objectives and activities are in pages 22 through 45 of this strategic plan.

POG Purchase Category

Safeguards and Standards

Monitor & Assess Environmental Conditions	Results
• Reduce persistent, bioaccumulative toxins (PBTs) in the environment	• Reduce public health & environmental impacts

Hanford Nuclear Reservation	Results
• Hanford tank waste storage project • Hanford tank waste disposal project • Hanford waste management project • Hanford facility transition project	• Reduce public health and environmental risk • 53 million gallons of high level radioactive waste is treated by 2028 • 2.6 billion gallons of liquid waste; 35 million cubic feet wastes treated (2017) • All facilities decontaminated & decommissioned

Protect Shorelines, Wetlands & Watershed Health	Results
• Protect, restore & manage wetlands • Protect & manage shorelines in partnership with local governments • Provide technical & financial assistance to local governments to reduce flood hazards • Protect water quality by reviewing & conditioning projects • Streamline environmental permit review for major transportation projects	• Wetlands provide benefit to water quality & flooding • Shorelines of the state are protected, restored and managed • Reduced flood damage • Projects affecting water quality meet standards • Expedited permit processing; adequate funding while meeting environmental laws

Improve Water Quality	Results
• Prevent point source water pollution • Control stormwater pollution • Provide water quality financial assistance	• Waters meet standards for public health & environmental protection • Reduce water pollution from runoff • Funds to protect water quality are properly managed

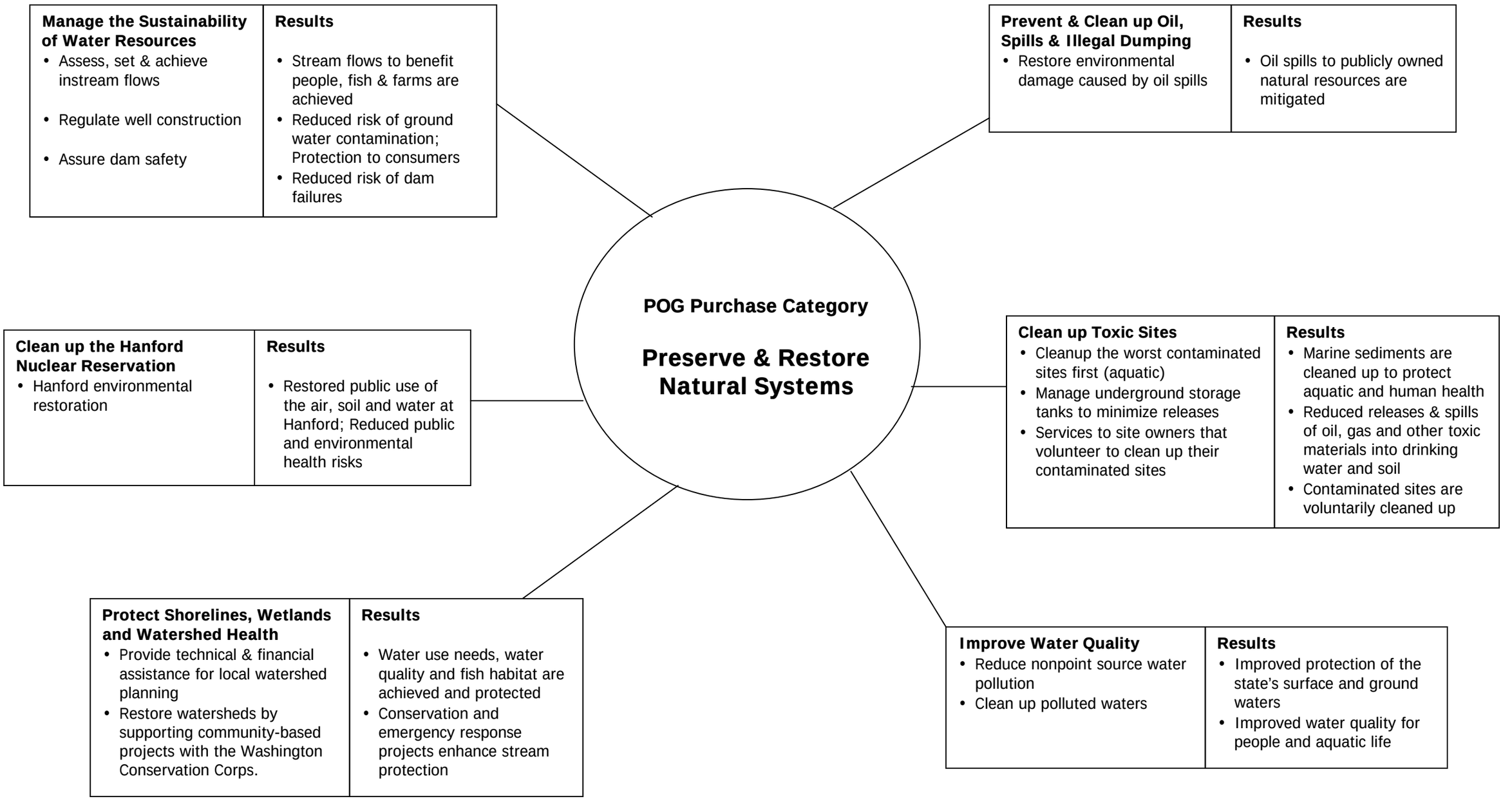
Improve Air Quality	Results
• Prevent violations of quality standards • Reduce health & environmental threats from motor vehicle emissions • Reduce risk from toxics air pollutants • Reduce health & environmental threats from smoke & dust • Reduce air pollution from industrial and commercial sources	• Public health is protected from poor air quality • Reduce cancer-causing and lung-related air pollutants from motor vehicles • Reduce cancer-causing air pollutants • Reduce air pollution related lung irritants and diseases • Protection of public health

Clean up Toxic Sites	Results
• Cleanup the worst contaminated sites first (upland) • Services to site owners that volunteer to clean up their contaminated sites	• Protection of public health and the environment • Contaminated toxic sites are cleaned up voluntarily

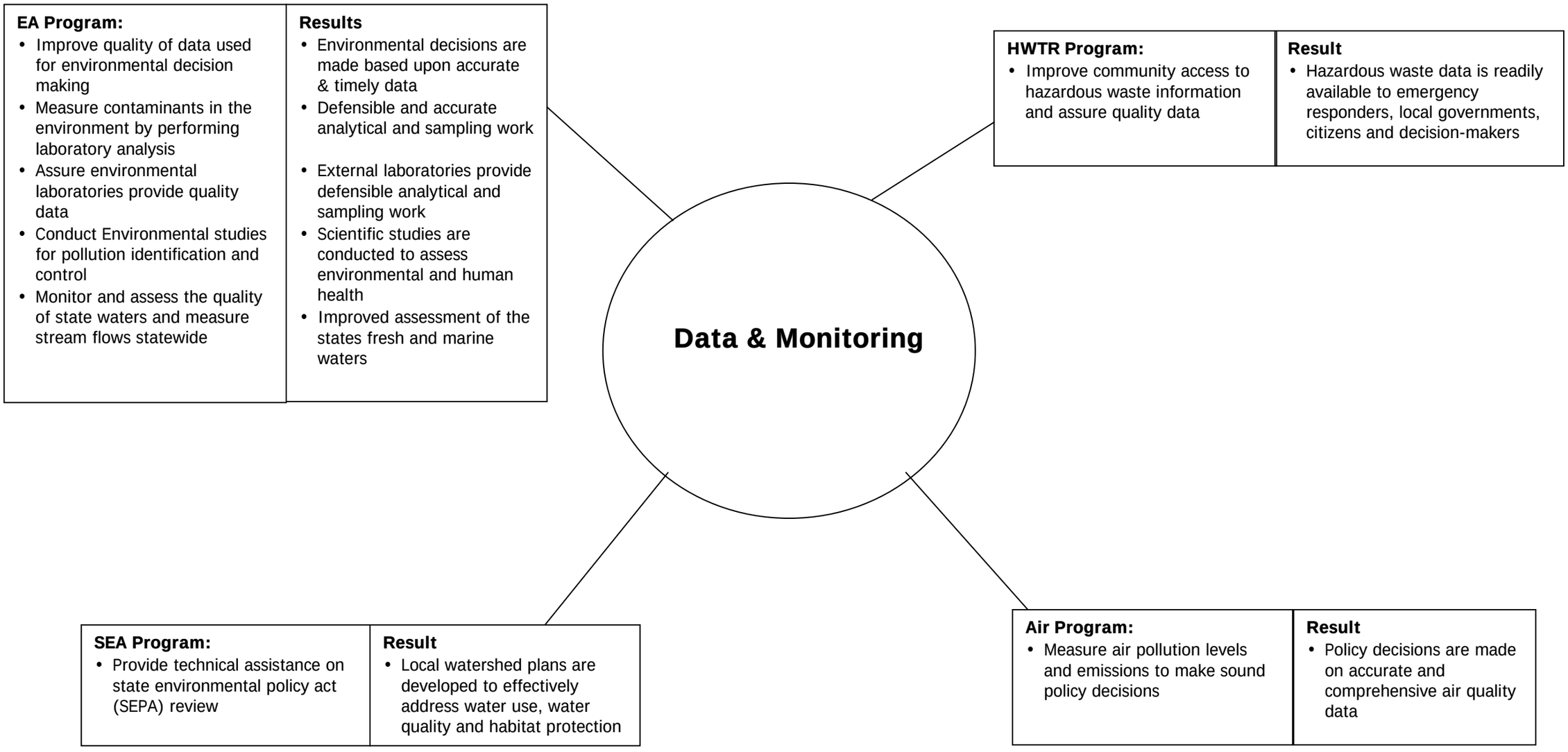
Reduce & Manage Hazardous Wastes	Results
• Increase safe hazardous waste management through technical assistance • Increase compliance & take action on significant environmental threats from hazardous waste • Prevent hazardous waste pollution through permitting, closure, & corrective action	• Reduce public health threats from improper management of hazardous wastes • Improved compliance and protection of public health • Prevent contamination of air, land and soil from hazardous wastes

Reduce & Manage Solid Wastes	Results
• Employing Washington students to prevent & pick up litter • Eliminating wastes & managing the garbage that is left over • Funding local efforts to clean up toxics sites & manage or reduce waste • Partnering with Washington's 31 largest industrial facilities to limit their impact on citizens & the environment	• Roads are cleaner • Decreased solid waste generation • Contaminated sites are cleaned up • Improved compliance at pulp & paper facilities, oil refineries & aluminum smelters

Prevent/Clean up Oil & Hazardous Spills	Results
• Prevent spills from vessels & oil handling facilities • Prepare for spills response through planning & drills • Respond to & clean up hazardous materials spills	• Reduced number and volume of oil spills • Improved response time to oil spills • Protect public health and environment through rapid response to spills and meth labs


POG Purchase Category
Preserve & Restore Natural Systems
Manage the Sustainability of Water Resources
• Assess, set & achieve instream flows
• Regulate well construction
• Assure dam safety
Results
• Stream flows to benefit people, fish & farms are achieved
• Reduced risk of ground water contamination; Protection to consumers
• Reduced risk of dam failures
Prevent & Clean up Oil, Spills & Illegal Dumping
• Restore environmental damage caused by oil spills
Results
• Oil spills to publicly owned natural resources are mitigated
Clean up the Hanford Nuclear Reservation
• Hanford environmental restoration
Results
• Restored public use of the air, soil and water at Hanford; Reduced public and environmental health risks
Clean up Toxic Sites
• Cleanup the worst contaminated sites first (aquatic)
• Manage underground storage tanks to minimize releases
• Services to site owners that volunteer to clean up their contaminated sites
Results
• Marine sediments are cleaned up to protect aquatic and human health
• Reduced releases & spills of oil, gas and other toxic materials into drinking water and soil
• Contaminated sites are voluntarily cleaned up
Protect Shorelines, Wetlands and Watershed Health
• Provide technical & financial assistance for local watershed planning
• Restore watersheds by supporting community-based projects with the Washington Conservation Corps.
Results
• Water use needs, water quality and fish habitat are achieved and protected
• Conservation and emergency response projects enhance stream protection
Improve Water Quality
• Reduce nonpoint source water pollution
• Clean up polluted waters
Results
• Improved protection of the state's surface and ground waters
• Improved water quality for people and aquatic life

Manage the Sustainability of Water Resources	**Results**
• Manage water rights • Adjudicate water rights	• Improved water rights decisions • Removed uncertainty of water rights issues in Yakima Basin
• Prepare & respond to drought & climate change	• Mitigate the effects of droughts
• Support water use efficiency	• Improved water savings and environmental protection
• Promote compliance with water law	• Increased awareness of, compliance with state water law

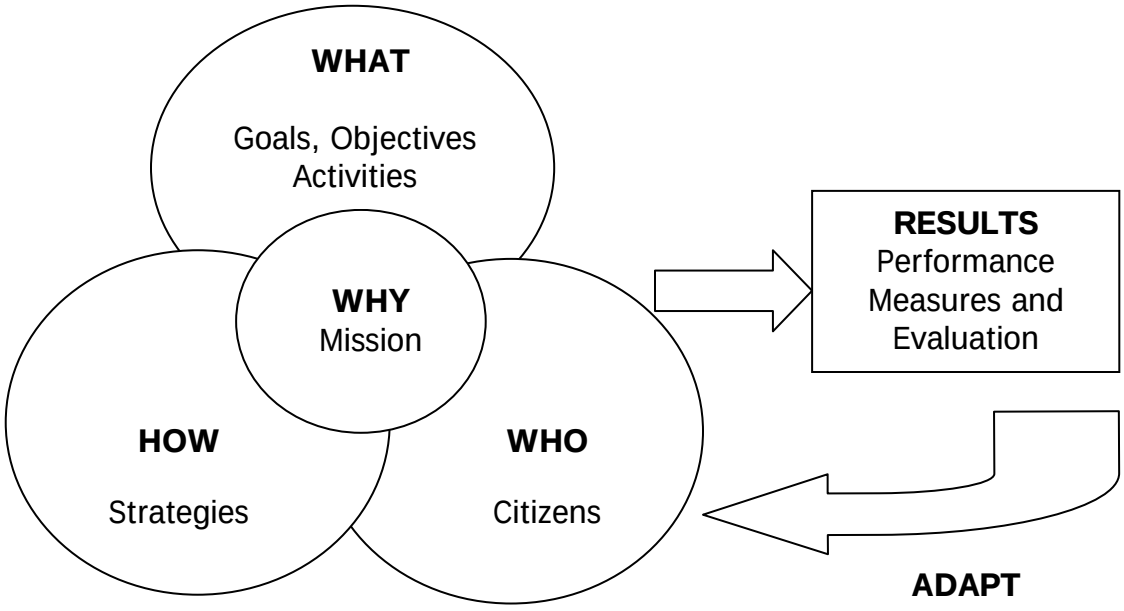

EA Program:
• Improve quality of data used for environmental decision making
• Measure contaminants in the environment by performing laboratory analysis
• Assure environmental laboratories provide quality data
• Conduct Environmental studies for pollution identification and control
• Monitor and assess the quality of state waters and measure stream flows statewide
Results
• Environmental decisions are made based upon accurate & timely data
• Defensible and accurate analytical and sampling work
• External laboratories provide defensible analytical and sampling work
• Scientific studies are conducted to assess environmental and human health
• Improved assessment of the states fresh and marine waters
HWTR Program:
• Improve community access to hazardous waste information and assure quality data
Result
• Hazardous waste data is readily available to emergency responders, local governments, citizens and decision-makers
Data & Monitoring
SEA Program:
• Provide technical assistance on state environmental policy act (SEPA) review
Result
• Local watershed plans are developed to effectively address water use, water quality and habitat protection
Air Program:
• Measure air pollution levels and emissions to make sound policy decisions
Result
• Policy decisions are made on accurate and comprehensive air quality data

Strategic Performance Management System

Ecology's Strategic Plan is designed based upon our Strategic Performance Management System, which is a framework that challenges us to think about the linkages between:

- **What** we are trying to achieve - our goals and objectives,
- **Why** we do the activities that we do – our mission,
- **How** we do our work – our strategies,
- **Who** we do our work for – citizens of our state and our constituents, and
- **Results** of our work – our performance measures and indicators.

Ecology's Strategic Performance Management System



Appraisal of our External Environment: Working With You for a Better Washington

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

- Economy
- Growth and population
- Our partners, and
- Meeting customer needs and expectations

To both meet the needs of our customers while meeting our mission to protect the air, land and water resources of our state, Ecology periodically surveys different customer groups. Most recently, we surveyed our permit applicant customers on their level of satisfaction with our customer service and the clarity and timeliness of our permitting processes and decisions. The results of this and other surveys can be found at: http://www.ecy.wa.gov/quality/survey/customersurvey.html#PermitApplicantsSurvey

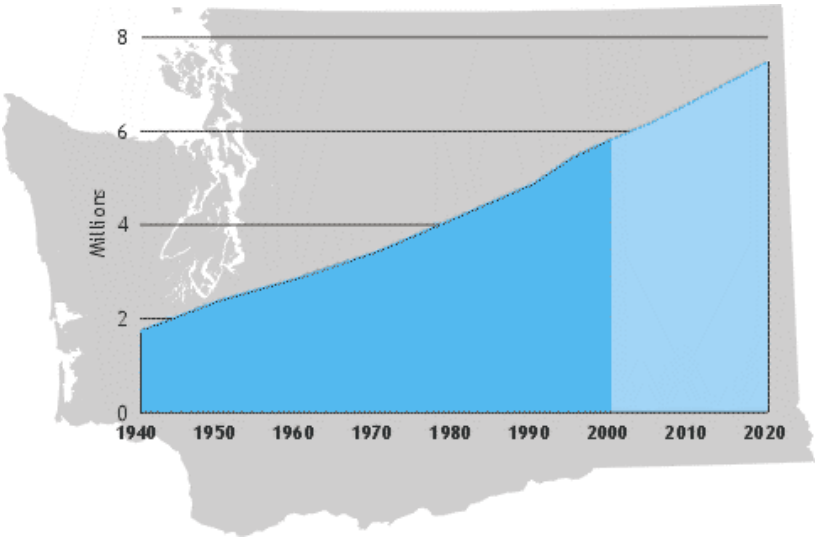
Economy

The health of the economy has a direct impact on the prioritization the public and, by extension, elected officials, place on environmental issues. This was evidenced during the 2003 legislative session, before the current economic recovery, by an often used litmus test for almost any piece of legislation: "is this a jobs maker, or a jobs breaker?" The perceived tension between economic and environmental policy is alive and well in the minds of the public, and perceived threats to one tend to lower the ranking of the other on the public's list of priorities.

Population

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

Projected Population Growth of Washington



Our Partners

Finding long-term solutions to our environmental problems takes a whole community. Ecology does not, and can not, operate in a vacuum from its partners. We consider our partners to include:

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

Meeting the Needs and Expectations of Our Customers

A few years ago Ecology was at the center of a highly critical review of both our service and our permitting processes in working with our customers, in particular our permit customers. In a report to Governor Locke, the 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."

Ecology stepped up to this challenge by developing an ambitious work plan centered on human interactions and business practices. We adopted a Code of Conduct dealing

with how we work with others. We have also implemented several improvements in our permitting services, in part based upon our survey of permit applicants, including:

- Creation of permit flow diagrams and descriptions to improve the clarity and understanding of our different environmental permit processes.
- Improvement of the timeliness and clarity of water quality certifications decisions.
- Development and use of permit timeliness measures, and
- Development of a Vision and Code of Conduct.

Vision & Code of Conduct

The citizens of Washington trust that Department of Ecology employees will support and assist them in promoting the sustainable environmental and economic well-being of the state.

Department of Ecology employees:

- Treat our customers as partners and collaborators who are equally committed to a healthy, prosperous Washington.
- Perform our work in a helpful, friendly and positive manner.
- Communicate clearly, accurately, and in a timely manner.
- Listen carefully and engage in open, respectful, professional dialogue.
- Solve problems, consider different perspectives, and find new, creative ways to accomplish our work.
- Build and maintain cooperative relationships.
- Remain objective at all times and ensure that professional judgment, rather than personal opinion, influences our work.

Values & Strategies
How We Accomplish Our Work

In the early 1990's Ecology adopted the following Values of how we approach our work:

Environmental Stewardship

Stewardship calls us to work with others as trustees to restore, protect and conserve the health, biodiversity and long-term sustainability of our region's ecosystems. As stewards, we recognize and respect nature for nature's sake. We seek to guide all of our actions by looking ahead several generations.

Environmental Justice

Environmental justice requires us to account for ethnic, cultural and economic factors in decision-making. We acknowledge and work toward understanding diverse views, interests and values. We seek solutions to competing interests that are consistent and fair, as well as creative and flexible. We strive to balance equitably the voices of the most powerful with those of the least.

Environmental Education

Education prepares us for evaluating issues and their consequences. Vital and engaging environmental education clarifies the relationship between people and nature, provides greater understanding of science and is essential to developing the self-discipline necessary for a healthy future. Each of us has a responsibility to provide the knowledge required to make informed choices.

Community Spirit

Community spirit brings us together as a team of people striving to achieve a common mission. We depend on a diverse work force to enrich our community, respecting each other's unique expertise and knowledge. We are dedicated to making our work place fulfilling and enjoyable.

Professional Conduct and Expertise

Professional conduct requires us to apply specialized knowledge and skills in a courteous and considerate manner. As professionals, everyone at Ecology is expected to foster a supportive environment that inspires innovative solutions, quality service and constant improvement. To support this, professional development opportunities are essential. We respect the mission and goals of others as we carry out Ecology's.

Accountability

Accountability requires us to be responsible for our actions and to hold others responsible for theirs. We regulate as well as provide other services. As regulators, we expect voluntary compliance and will work to uphold the law. When providing other services, we make the best use of our resources to meet the needs of the public. We will set the example.

Our Employees

Ecology's most valuable asset is its dedicated and committed employees. We are committed to fostering a highly skilled and diverse work force, recognizing and valuing every individual's unique qualifications and perspectives. Ecology is a supportive and productive work environment that is sustained by all employees through respectful and professional behavior, dialogue, collaborative problem-solving and action, and conscious attention to our individual and collective effects on the success of Ecology's mission.

Sustainability Plan

Ecology has adopted a Sustainability Plan in response to Governor Locke's Executive Order 02-03 requiring state agencies to create plans to reduce their environmental footprint. All businesses, government agencies included, consume natural resources, dispose of wastes, and generate air pollution and water pollution. As we do this, we are spending money managing those wastes and pollution and impacting the communities that host our facilities.

The terms "sustainability" and "sustainable development" have been part of local, national and global discussions for more than a decade. The most commonly quoted definition is 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.*

Ecology's Sustainability Plan is organized into 5 goals. The goals focus on buildings and grounds, employee support services, supporting sustainable communities, regulatory activities and employee involvement and awareness.

- Provide healthy and safe work environments complementary to host eco-systems.
- Carry out agency operations and support services sustainably.
- 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

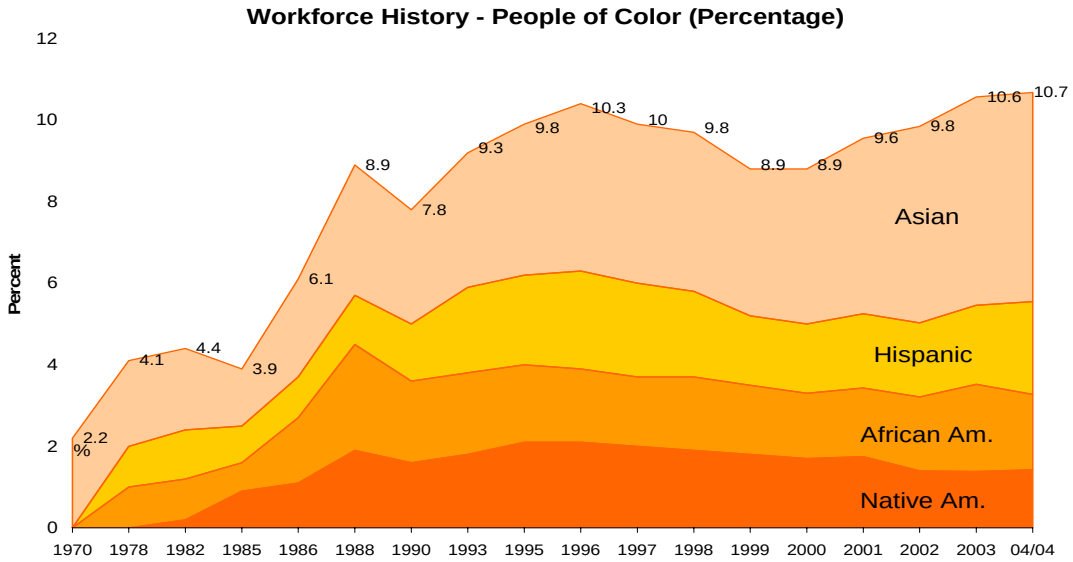
Strategy and Capacity Assessment

The Department of Ecology employs approximately 1,400 employees located in communities throughout Washington State. Our Headquarters is located in Lacey, Washington with major regional offices located in Spokane, Yakima, Lacey and Bellevue. In addition, we have field offices and personnel in Bellingham, Vancouver, Manchester, Richland, Seattle, Portland, Walla Walla, Methow, and Padilla Bay.

The communities and citizens we serve are diverse. In 2001, Ecology developed a Diversity Strategic Plan that outlined goal and actions toward achieving a more diverse workforce. This Plan includes:

- Recruitment and hiring with a focus on reaching affirmative-action availability goals, specifically for people of color, recognizing that affirmative action is one component of our diversity efforts, and

- Implementation of specific programs that increase the retention of current Ecology employees.



Workforce Strategies

Regarding Ecology's workforce strategies, we have worked collaboratively with the statewide "Washington Works" team and have been actively engaged in preparing for and managing the changes that will come from civil service reform; collective bargaining; the human resource management system; and from 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 it's 34-year-old history. In addition, the focus on performance management, potential connections of employee performance to compensation, and on more flexible systems for recruitment and employee selection processes will increase the need for highly competent and skilled supervisors and managers, and partnering with the human resource services

office. Balancing the supervisors and managers focus on their environmental work responsibilities and on the needed focus on human resource management will always be a challenge.

Ecology has a tremendous capacity to be resilient and shift its attention as needed. Ecology's future staffing needs and capacity to implement the elements of "Washington Works" are yet unknown but predicted to be "manageable," with additional staffing or shifts identified to potentially be needed in the human resource office. Regular and ongoing assessment and evaluation of risk to the delivery of our environmental strategic priorities from an agency staffing and organizational capacity perspective is occurring today. No significant opportunities for competitive contracting of current services have been identified, the opportunity being the continuation of our work on process improvement, on regulatory streamlining and Ecology's transformation efforts.

Capital Facility Strategies

Ecology owns and/or leases space in 16 buildings throughout the state. During the past several years, operations have been shifted more 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 biennium, 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 Bellevue, Spokane and Headquarters buildings were completed during the 2001 – 2003 timeframe. Currently, the facilities at the Padilla Bay National Estuarine Research Reserve are undergoing a major renovation. 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 is used for research and educational opportunities.

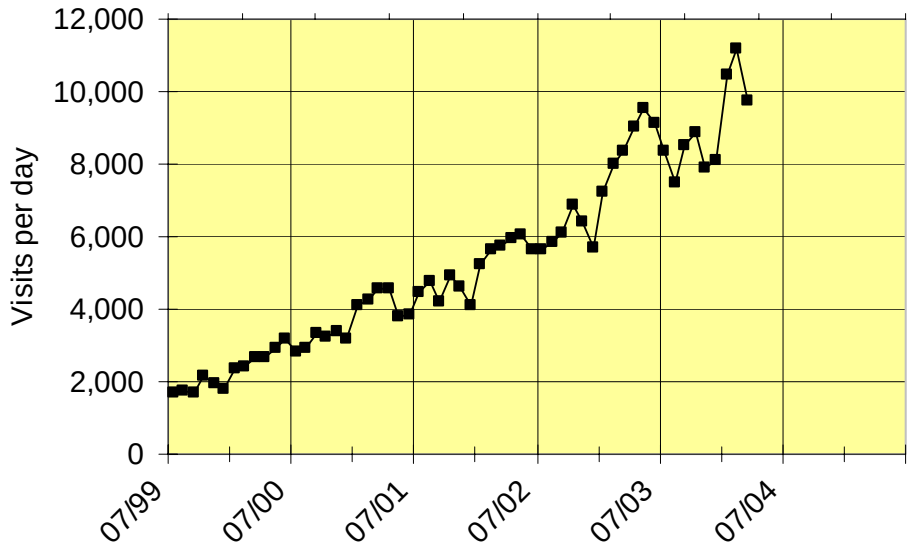
Information Technology Strategies

During the past five years, Ecology has posted a significant amount of information and environmental data to its Internet website. Our goal is to make environmental information accessible to the public in a user-friendly and timely way. For instance, our single most requested information, well data logs, is now available on the web for public access. This has significantly reduced the number of data requests received by the agency.

A primary business function at Ecology is the monitoring and analysis of environmental sampling data. The Environmental Information Management web site contains over 1.4 million records on Washington's air, water, soil, aquatic animals and plants in a searchable database: http://www.ecy.wa.gov/services/as/iip/eim/ Ecology's information technology strategies are:

- Continue to make our information accessible in a timely way to the public,
- Increase the opportunity to conduct business with the agency over the web, and
- Increase staff efficiency.

Visits per Day to Ecology's Internet Web Site



Key Business Strategies

The following strategies are used throughout the agency as activities are implemented to achieve objectives and results.

1. Work ***With*** Communities
   - Develop connections within the community
   - Use leverage with others in the community – sometimes we can step back and let locals run with a program
   - Shared governance – let community leaders take charge

2. Establish ***Relationships***
   - Communicate frequently with stakeholders and individuals– create a forum for open dialogue
   - Instill trust and credibility
   - Be helpful, friendly and available
   - Establish a common ground

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

4. Leverage with ***Other Agencies***
   - Build relationships with other agencies interested in common goals
   - Leverage the capacity

5. Build Small ***Coalitions***
   - Listen to and build upon like interests
   - Use a small coalition 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
   - Communicate clearly
   - Take/allow risk with solutions and approaches

8. Assemble the ***Right Team***
   - The right mix of skills, knowledge and ability to get the job done
   - Talented and motivated

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

10. Leverage our ***Cash***
   - Use our grants and loans to leverage environmental protection
   - Strategic capital investment through grants and loans to locals

Agency Goals

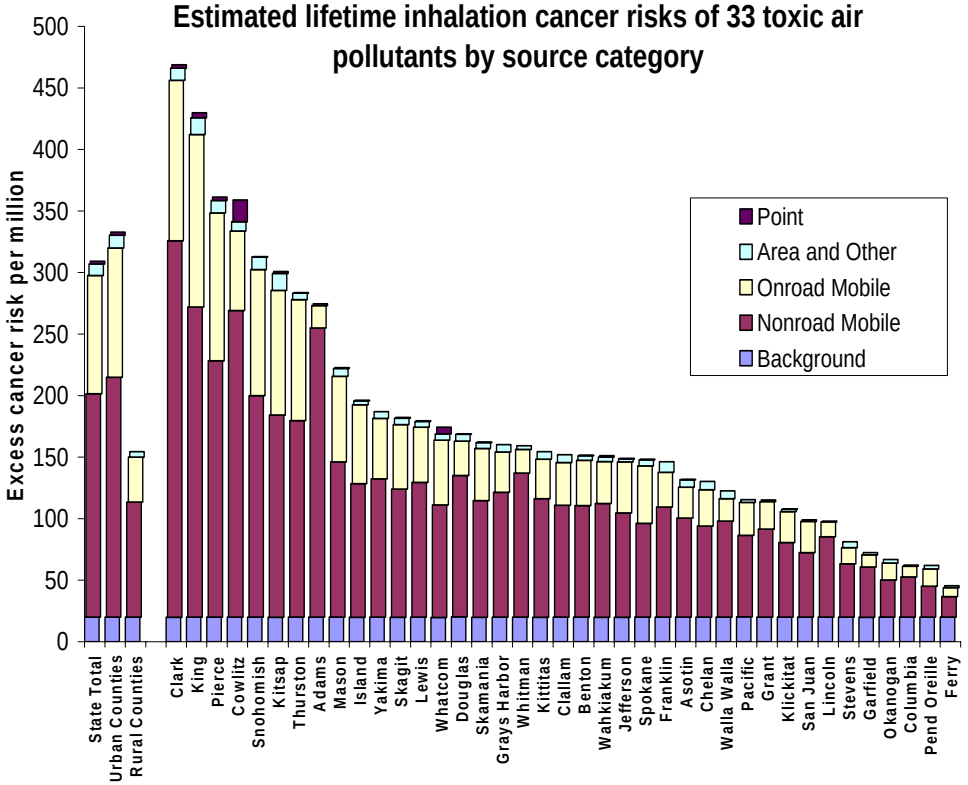
- Prevent pollution
- Cleanup pollution
- Support sustainable communities and natural resources

Agency Objectives: What We Do

Environmental Objectives, Activities and Results

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.



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 the current annual cost of air pollution-associated death and illness to the Washington economy is at least $500,000,000.

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 health and environmental risks. Population and economic growth and increased vehicle use add to the air pollution burden and serve to offset gains from clean air strategies.
Authorizing Laws	• Chapter 70.94 RCW, Clean Air Act • Chapter 70.120 RCW, Motor Vehicle Emission Control • Federal Clean Air Act
Constituents and Interested Parties	• Motorists, transportation agencies and motor vehicle related businesses • Business, Industry and affiliated trade association. • 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 and Results	1. Prevent 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.* 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.* 3. Reduce air pollution that affects views of Washington's scenic areas. *Result: This activity was eliminated through the legislative budget process. No resources will be used to support haze reduction work.* 4. Reduce risk from toxic air pollutants. *Result: The public health threat from toxic air pollutants is minimized.*

5. Reduce health and environmental threats from smoke and dust.
   Result: Public health threats from smoke and dust are managed and minimized.

6. 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.

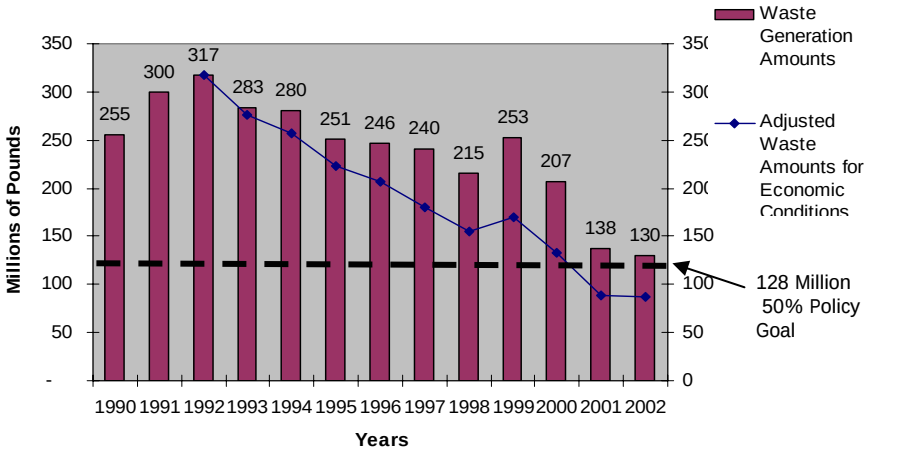
7. Measure air pollution levels and emission to make sound policy decisions.
   Accurate and comprehensive air quality data is gathered, maintained and evaluated over time to ensure informed policy decisions can be made.

Reduce and Manage Hazardous Wastes

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

Hazardous Waste Trends

Progress Toward the 50% Hazardous Waste Reduction Goal



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 130 million pounds of hazardous waste annually in Washington.

Authorizing Laws	• Chapter 70.105 RCW, Hazardous Waste Management Act • Federal Resource Conservation and Recovery Act • Chapter 173-303 WAC, Dangerous Waste Regulations • Chapter 70.95 RCW, Hazardous Waste Reduction Act • Chapter 70.95C RCW, State Solid Waste Act • Chapter 70.95E RCW, Hazardous Waste Fees • Chapter 173-307 WAC, Pollution Prevention Plans • Chapter 173-305 WAC, Hazardous Waste Fees • Chapter 70.105D RCW, State Hazardous Waste Cleanup • Chapter 70.102.020 RCW, Hazardous Substance Information Act • Chapter 49.70 RCW, State Worker and Community Right-to-Know Act • Chapter 15.54 RCW, Fertilizer Regulation Act
Constituents and Interested Parties	• General public • Local governments and other agencies • Business groups and associations • State agencies: Department of Agriculture, Department of Health, Washington State University • Regulated businesses and agencies • Tribes • Environmental groups • Environmental Protection Agency
Hazardous Waste And Toxics Reduction Activities and Results	1. Reduce the generation of hazardous waste through technical assistance. *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.* 2. Increase safe hazardous waste management through technical assistance. *Result: Hazardous waste is safely managed, employees and the public are protected, and businesses are in compliance with state hazardous waste laws.* 3. Increase compliance and take action on significant environmental threats from hazardous waste. *Result: Improved facility compliance in managing hazardous*

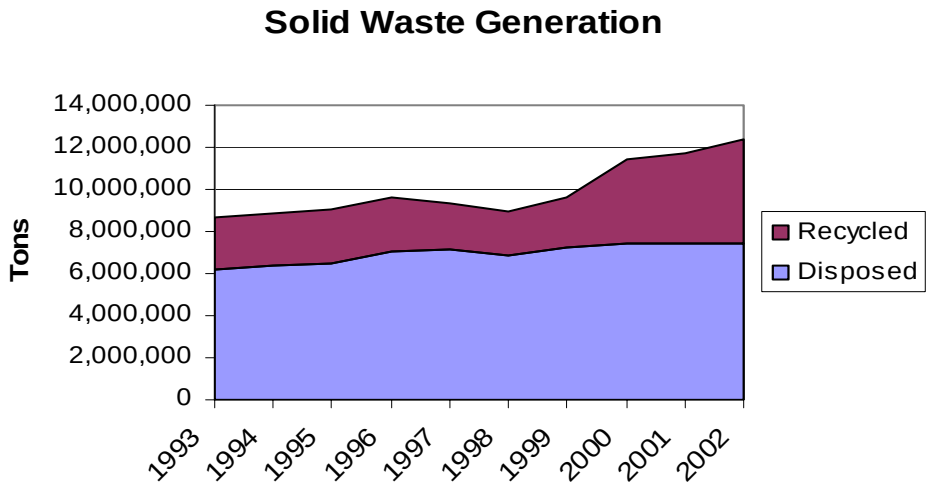
wastes for the protection of public health and the environment when other voluntary efforts fail.

4. Prevent hazardous waste pollution through permitting, closure and corrective action.
   Result: Assurance that facilities treating, storing or disposing of hazardous wastes are constructed and operated properly to prevent soil, water or air contamination.

5. Improve community access to hazardous waste information and quality data.
   Hazardous waste data (waste type, location, volume, etc.) is readily available to emergency responders, local governments, citizens and decision-makers.

Reduce and 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.



Why solid waste reduction and management is a priority

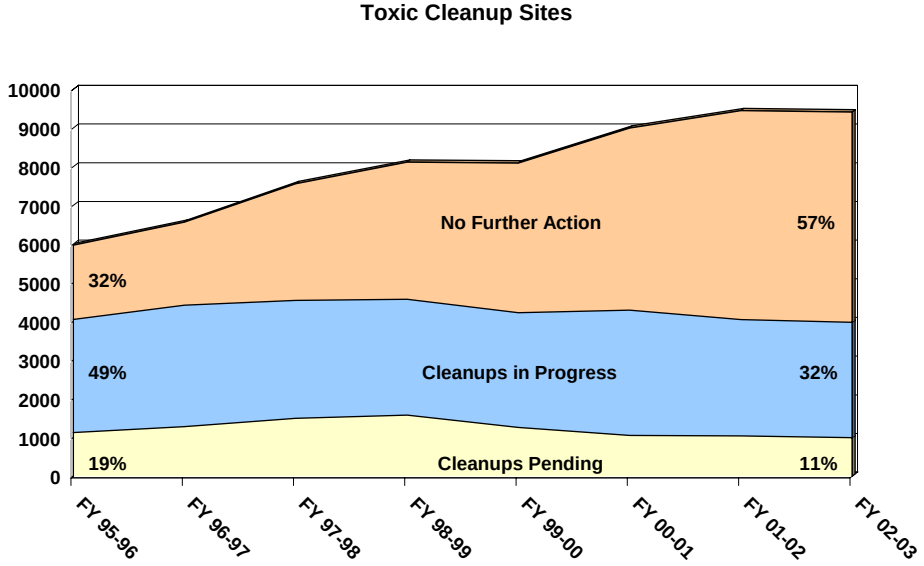
Wastewater, air contaminants and dangerous wastes generated by industrial sources are produced in very large quantities. Minimizing the environmental and human health risks associated with potential contamination from waste disposal is a concern. In addition to industrial waste, the continued increase in waste 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 • Chapter 70.93 RCW, Waste Reduction, Recycling and Model Litter Control Act • Chapter 70.95C RCW, Waste Reduction • Chapter 70.105 RCW, Hazardous Waste Management Act • Federal Resource Conservation and Recovery Act • Chapter 70.138 RCW, Incinerator Ash Residue • Chapter 70.105D RCW, Model Toxics Control Act • Chapter 70.95D RCW, Solid Waste Incinerator and Landfill Operators • Chapter 70.95J RCW, Municipal Sewage Sludge (Biosolids)
Constituents and Interested Parties	• State and local governments • Environmental interests • Private sector • Businesses • Citizens
Solid Waste and Financial Assistance Activities and Results	1. Employing Washington students to prevent and pick up litter. *Result: Roads are cleaner, as indicated by a Road Cleanliness Indicator, through prevention campaigns and litter being picked up in a timely manner.* 2. Eliminating wastes and managing the garbage that is left over. *Result: Solid waste generation per capita decreases, saving businesses and people money, and saving resources for future generations.* 3. Funding local efforts to clean up toxics sites and manage or reduce waste. *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 clean up of toxic waste sites.*

4. Partnering with Washington's 31 largest industrial facilities to limit their impact on citizens and the environment.
   Result: Compliance with environmental standards at pulp and paper facilities, oil refineries and aluminum smelters throughout the state is improved.

Clean Up Toxic Sites

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



Why toxics site cleanup is a priority	Over 9,500 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 ground water contamination.
Authorizing Laws	• Chapter 70.105D RCW, Model Toxics Control Act • Chapter 90.76 RCW, Underground Storage Tanks • Chapter 90.48 RCW, Water Pollution Control Act • Chapter 90.71 RCW, Puget Sound Water Quality Protection
Constituents and Interested Parties	• The Legislature • State, federal and local governments • Conservation and environmental groups

- Business and individuals engaged in the cleanup of contaminated sites
- Ports
- Insurance companies
- Tribes
- Lenders, developers and realtors
- Water purveyors
- Tank owners and operators
- Underground storage tank service providers
- Citizens interested in, living near or affected by contaminated sites

Toxics Cleanup Activities and Results

1. Clean the worst contaminated sites first (upland).
   Result: The most highly contaminated sites are cleaned up, public and environmental health is protected, and sites are ready for redevelopment and job creation.

2. Clean the worst contaminated sites first (aquatic).
   Result: The most highly contaminated marine sediments are cleaned up and managed to minimize public health and environmental impacts.

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

4. 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.

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.

Hanford Tank Waste Treatment Complex Progress

Problem = 53 million gallons of high level radioactive mixed waste stored in 177 old failing underground tanks
Solution = Build the largest vitrification complex in the world to separate and treat the waste.
Innovation = permit in parallel with design and construction.

Output: Ecology has issued 2 air permits, 1 water permit, and 1 dangerous waste permit which has been modified four times with review and approval of 18 design packages to allow continued construction.
Outcome: USDOE

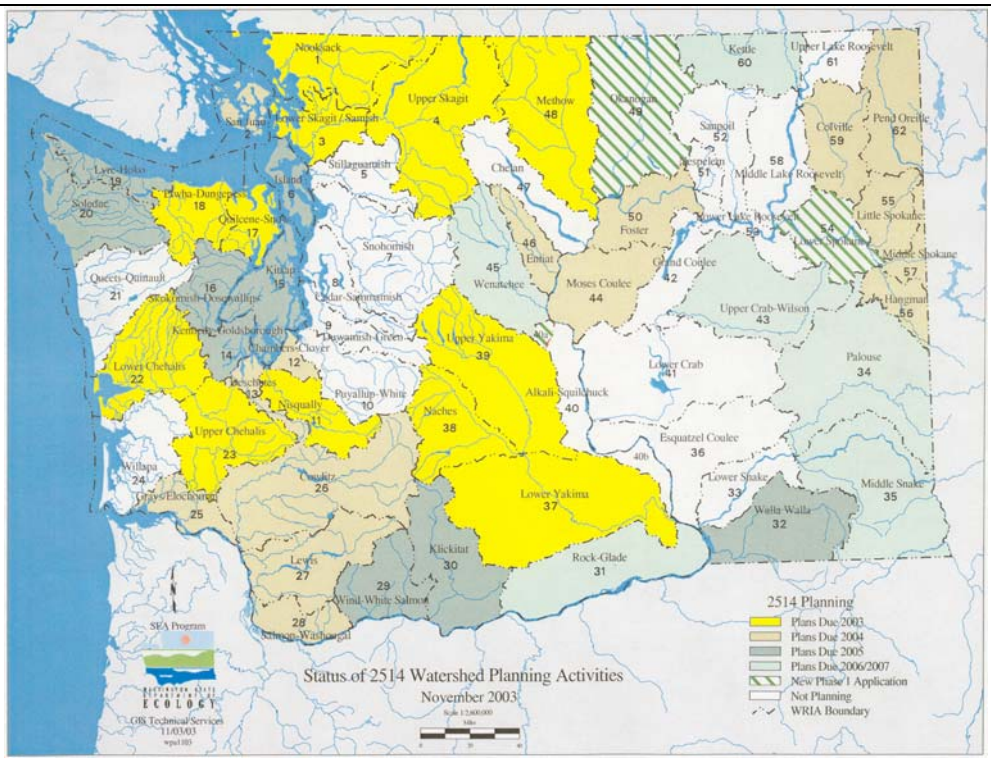
- Project is 30% complete
- Construction 23% complete
- Engineering 61% complete

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: • Removing and vitrifying (immobilizing through glassification) an estimated 53 million gallons of radioactive and chemically hazardous wastes stored in tanks, • Retrieval, management and treatment of 75,000 drums of hazardous and radioactive wastes from Hanford's burial grounds, storage facilities and continuing cleanup activities, and • Remediating over 95 square miles of contaminated groundwater.
Authorizing Laws	• Chapter 70.105 RCW, Hazardous Waste Management Act • Chapter 70.105D RCW, Model Toxics Control Act • Federal Resource Conservation and Recovery Act • Comprehensive Environmental Response, Compensation and Liability Act • Federal Toxic Substance Control Act

	• Chapter 90.48 RCW, Clean Water Act • Chapter 70.94 RCW, Clean Air Act
Constituents and Interested Parties	• Federal, state and local agencies • Tribes • Natural Resource Trustee Council • Public interest groups • Businesses
Nuclear Waste Activities and Results	1. Hanford tank waste storage project. *Result: Public health and environmental risk from the highly toxic, mixed radioactive and hazardous tank waste is reduced.* 2. Hanford tank waste disposal project. *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.* 3. Hanford waste management project. *Result: Treat and dispose 2.6 billion gallons of liquid waste and 35 million cubic feet of solid wastes by 2017 to significantly reduce the risks posed by the waste to Hanford workers and the environment.* 4. Hanford facility transition project. *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.* 5. Hanford environmental restoration. *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.*

Protect Shorelines, 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.



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 incremental degradation 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
- Chapter 90.82 RCW, Watershed Planning Act
- Chapter 86.16 RCW, Floodplain Management Act
- Chapter 86.26 RCW, State Participation in Flood Control Maintenance
- Chapter 90.71 RCW, Puget Sound Water Quality Program
- Chapter 43.220 RCW, Washington Conservation Corps

	• Chapter 90.48 RCW, Water Pollution Control Act • Chapter 43.21C, RCW, State Environmental Policy Act • Chapter 90.84 RCW, Wetlands Mitigation Banking • Chapters 90.03.265 and 43.21a.690 RCW, Cost Reimbursement • Chapter 47.06C RCW, Permit Efficiency and Accountability Act • Transportation Streamlining • Federal Coastal Zone Management Act
Constituents and Interested Parties	• Federal, state and local government • Tribes • Business • Environmental organizations • Citizens and property owners
Shorelands and Environmental Assistance Activities and Results	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.* 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.* 3. Streamline environmental permit review for major 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 also complying with applicable environmental laws.* 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.* 5. Provide technical training, education and research through Padilla Bay Estuarine Reserve. *The Padilla Bay Reserve is managed and maintained in a*

cost efficient and effective way to provide public education, training and scientific research and monitoring.

6. Provide technical and financial assistance for local watershed planning.
   Result: Local watershed plans are developed and implemented to effectively address local water use needs, water quality protection and fish habitat.

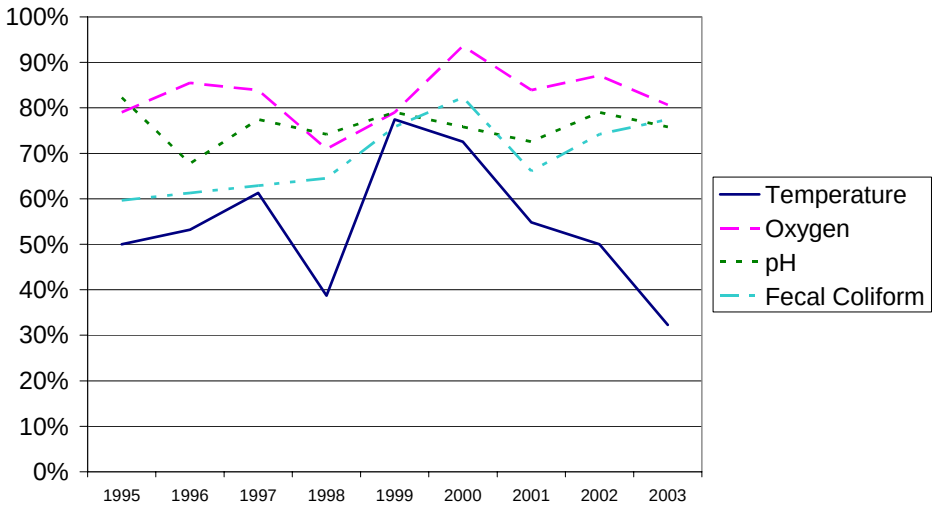
7. Restore watersheds by supporting community-based projects with the Washington Conservation Corp.
   Result: Washington Conservation Corp carry out conservation and emergency response related projects in support of local communities, and are provided valuable educational and work experiences.

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.

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.

Improve Water Quality

Percent of the 62 Long-term Monitoring Stations Showing "Good" Water Quality, by Parameter



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

Why water quality protection is a priority

Across Washington, water pollution threatens the state's lakes, estuaries, streams and ground water. 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 build each year. As Washington's population continues to increase, so will these potential sources of water pollution.

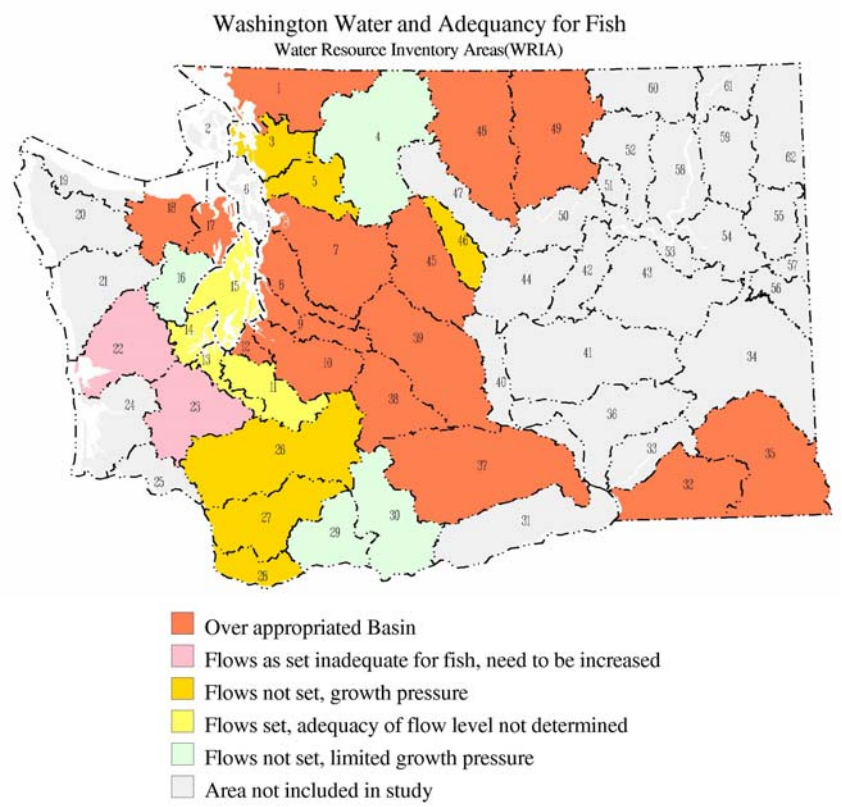
Authorizing Laws

- Chapter 90.48 RCW, Water Pollution Control Act
- Federal Clean Water Act
- Federal Safe Drinking Water Act
- Chapter 76.09 RCW, Forest Practices Act
- Chapter 90.71 RCW, Puget Sound Water Quality Protection
- Chapter 70.146 RCW, Water Pollution Control Facilities Financing Act
- Chapter 70.105D RCW, Model Toxics Control Act
- Chapter 43.21A.650 RCW, Freshwater Aquatic Weeds Account
- Chapter 90.64 RCW, Dairy Nutrient Management Act
- Chapter 90.46 RCW, Reclaimed Water Use
- Chapter 90.50A RCW, Water Pollution Control Facilities Federal

	Capitalization Grants • Chapter 90.42 RCW, Water Resources Management Act
Constituents and Interested Parties	• Federal, tribal, state and local governments • Water Quality Partnership Advisory Committee • Financial Assistance Advisory Council • Citizens, businesses and special interest groups • Watershed Planning Groups
Water Quality Activities and Results	1. Prevent point source water pollution. *Result: Surface and ground water resources meet federal and state water quality standards for the protection of human health and the environment (supply/use, public health, aquatic life, recreation, habitat and commerce).* 2. Control stormwater pollution. *Result: Contamination of streams, rivers, estuaries, lakes and ground water from the runoff of stormwater from roads and other impervious surfaces is reduced.* 3. Reduce nonpoint source water pollution. *Result: Protection of surface and ground water through community implementation of the State's Nonpoint Pollution Management Plan to address Washington's number one cause of water pollution.* 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.* 5. Clean up polluted waters. *Result: Water quality cleanup plans to protect public health and the environment are implemented.*

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.



Why water resource management is a priority	Washington increasingly lacks 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 and drought conditions and concern over climate change.
Authorizing Laws	• English Common Law • Chapter 90.03 RCW, Regulation of Public Ground Waters • Chapter 18.104 RCW, Water Well Construction Act • Chapter 90.14 RCW, Water Right Claims Registration and Relinquishment • Chapter 90.22 RCW, Minimum Water Flows and Levels • Chapter 90.54 RCW, Water Resources Act

	• Chapters 90.38 and 90.42 RCW, Trust Water Rights Program • Chapter 90.80 RCW, Water Conservancy Boards • Chapter 90.82 RCW, Watershed Planning • Chapter 43.99E RCW, Water Supply Facilities – 1980 Bond • Chapter 43.27A.190 RCW, Water Resource Orders • Chapter 43.83B RCW, Water Supply Facilities • Water Law Reform of 2001 • Municipal Water Supply and Efficiency Requirements of 2003
Constituents and Interested Parties	• Agriculture groups • 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 and Results	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.* 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.* 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.* 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.

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

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

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.

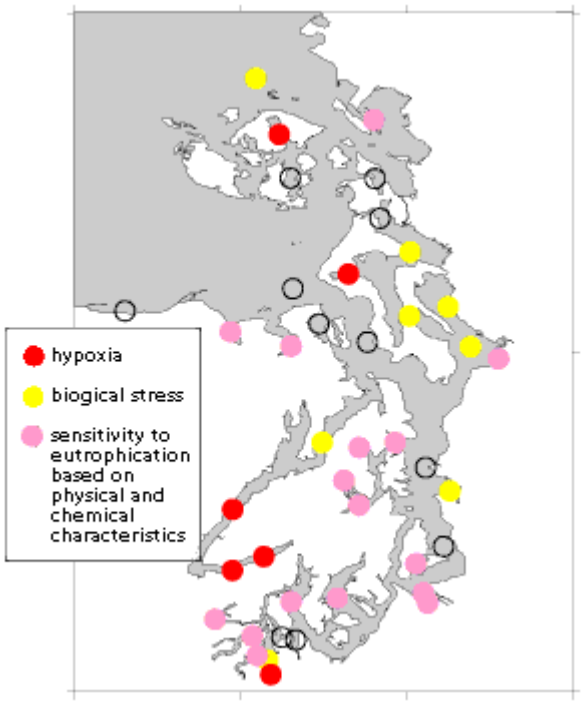
9. Adjudicate water rights.
   Result: Major uncertainty regarding the validity and extent of the water rights in the Yakima Basin are removed.

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.

Monitor & Assess Environmental Conditions

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

Puget Sound Sampling Locations



● Hypoxia means deficient in oxygen, leading to algal blooms and fish kills

● Biological stress to aquatic life

● Eutrophication means the external addition of nutrients to the waters (such as sewage and fertilizers)

Why environmental assessment is a priority

Sound environmental policy and regulatory decisions can only be made if accurate, reliable, and timely data are available to make and inform decisions. The status of the freshwater and marine water and sediment, the actual stream levels in rivers and streams to support public and fishery needs, and the evaluation of the impacts of pollutants on land and water, requires objective monitoring, studies and laboratory analyses, and an effective information sharing system.

Authorizing Laws

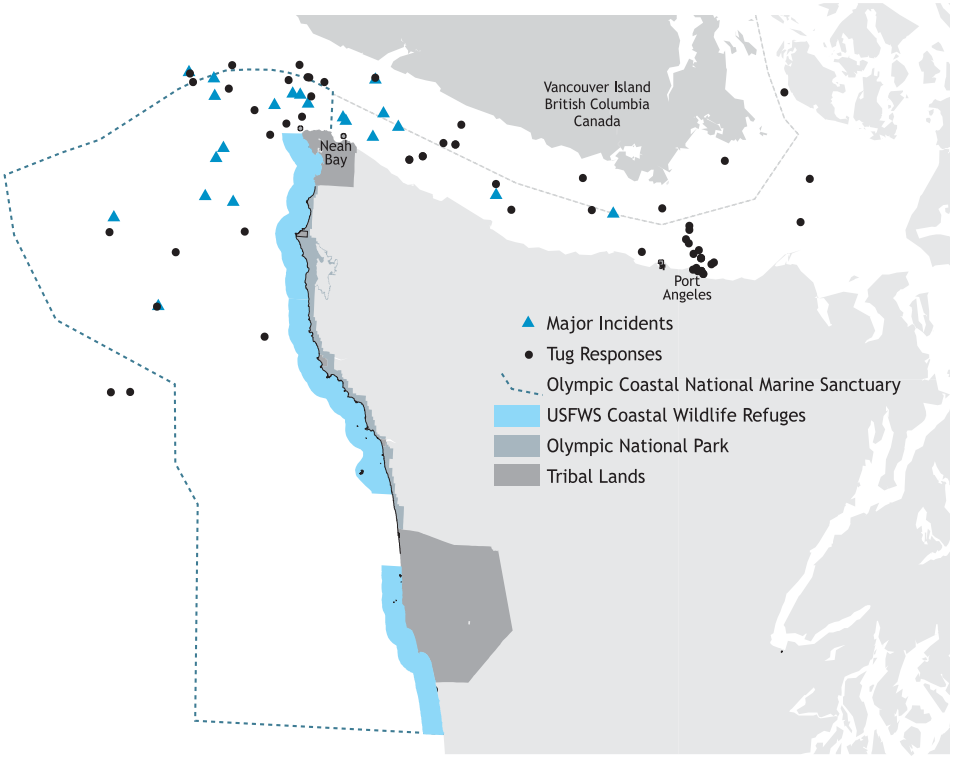
- Federal Clean Water Act
- Chapter 90.48 RCW, Water Pollution Control
- Chapter 90.71 RCW, Puget Sound Water Quality Protection
- Chapter 70.105D RCW, Model Toxics Control Act
- Chapter 43.21A RCW, Department of Ecology
- Chapter 70.119A.080 RCW, Public Water Systems – Penalties and Compliance

Constituents and Interested Parties	• Federal and local governments • State agencies • Tribes • Businesses • Environmental organizations • General public
Environmental Assessment Activities and Results	1. Improve quality of data used for environmental decision making. *Result: Environmental decisions are made based upon accurate, reliable and timely data.* 2. 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.* 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.* 4. Assure environmental laboratories provide quality data. *Result: Environmental laboratories submitting data to the Department of Ecology and Department of Health have the demonstrated capability to provide accurate and defensible data.* 5. Conduct environmental studies for pollution source identification and control. *Result: Comprehensive scientific studies are conducted to assess pollution sources and environmental health.* 6. Monitor and assess the quality of state waters and measure stream flows statewide. *Result: The health of fresh water rivers, streams, lakes, marine and estuarine water, and marine sediments are assessed statewide.*

Prevent & Clean Up Oil, 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 Spill 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.

Vessel Incidents in the Strait of Juan de Fuca



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 • Chapter 88.46 RCW, Vessel Oil Spill Prevention and Response • Chapter 90.48 RCW, Water Pollution Control • Chapter 88.40 RCW, Transport of Petroleum Products, Financial Responsibility • Chapter 70.105 RCW, Hazardous Waste Management Act • Chapter 70.105D RCW, Model Toxics Control Act

Constituents and Interested Parties	• Federal, state and local governments, including the US Coast Guard and local emergency management agencies • The governments of Canada, British Columbia, Oregon and Idaho • Vessel owners and operators worldwide, marine transportation trade associations, public ports and marine trade unions • Oil refineries, marine oil terminals and oil pipeline owners and operators • Spill response cooperatives and contractors • Environmental organizations • Citizens
Spill Prevention, Preparedness and Response Activities and Results	1. Prevent spills from vessels and oil handling facilities. *Result: Oil and chemical spills from vessels and oil handling facilities are minimized and avoided through risk management, the Neah Bay Rescue tugboat and targeted inspections.* 2. Prepare for spills response through planning and drills. *Result: The agency and regulated community are fully prepared to promptly respond to and mitigate the impacts of oil spills.* 3. Respond to and clean up oil and hazardous material spills. *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.* 4. Restore environmental damage caused by oil spills. *Result: The environmental impacts from oil spills to publicly owned natural resources are partially mitigated (compensated for) using damage assessment funding.*

Provide Efficient & Effective Agency Administration

The primary purpose of these 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.

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 • The Legislature • Federal, tribal, state and local governments • Citizens
Agency Administration Activities and Results	1. Office of communication and education *Result: Effective communication, education and public involvement strategies related to environmental issues.* 2. Government relations *Result: Effective leadership and policy development for federal and state legislative issues; effective coordination with tribes, local governments and British Columbia; effective rule development and economic analysis.* 3. Employee services *Result: Create a safe, supportive and diverse work environment for current and future Ecology employees by providing 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 receives 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.