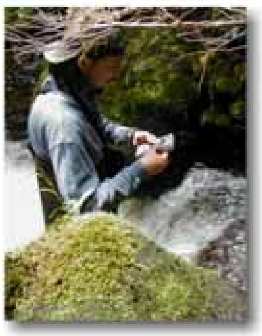

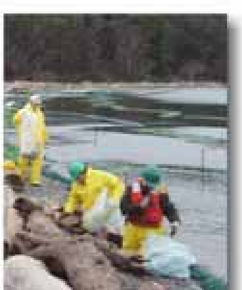

Washington State Department of Ecology

2007 Washington State Quality Award

Assessment Application

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P.1 ORGANIZATIONAL DESCRIPTION

The 1970 Washington State Legislature created the Department of Ecology. We are the state's primary agency for environmental protection. We administer the state's laws and rules that: protect air quality, water quality, and water resources; prevent and cleanup oil spills; ensure proper management of nuclear waste, hazardous waste and solid waste; clean up toxic sites; and protect shorelines.

Our work to protect, preserve and enhance the environment is often controversial and very complex. Our agency is organized to provide fair and predictable service and objective information and data to our customers and stakeholders.

P.1a Organizational Environment

P.1a(1) Products and Services. Ecology provides products and services in the areas of:

- Environmental permitting.
- Compliance assistance.
- Inspections and enforcement.
- Contracts, loans and grants.
- Environmental monitoring and analysis.
- Policy, rule, and technical guidance.
- Education and outreach.

We deliver these services through on-site technical assistance and inspections, field monitoring and sampling, hosting workshops and public meetings, speaking with trade associations, a Web site, walk-in services in each office, and several toll-free telephone numbers.

Ecology's headquarters is located in Lacey, Washington. We also have 15 offices located throughout the state to provide convenience and better service to our customers and stakeholders in those areas. Our executive management team is located in our Headquarters Office and is primarily responsible for adopting policies, rules, and guidance to support the agency's mission and goals. The regional and field offices provide direct regulatory compliance and technical assistance to citizens. Our environmental laboratory provides scientific analysis of air, land, and water samples.

The agency is organized into ten environmental programs plus administration. The ten environmental programs are: water quality; water resources; shorelands and environmental assistance; solid waste and financial assistance; air quality; toxics cleanup; environmental assessment; hazardous waste and toxics reduction; spill prevention, preparedness and response; and nuclear waste. Our six administrative offices are: executive; employee services; financial services, administrative services; communication and education; and governmental relations.

To assure consistent customer service, most of our employees located in the four regional offices and 11 field offices report directly to the environmental program managers at headquarters.

P.1a(2) Culture, Purpose, and Mission.

- Purpose: Environmental protection of Washington's air, land, and water.
- Vision: 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.
- 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.
- Values: Environmental stewardship, environmental justice, environmental education, community spirit, professional conduct and expertise, accountability, and our employees.
- Culture: Our workforce is highly educated, science-based, and passionate about public service. We walk our talk with our values: (1) since 2003, Ecology employees have led the state in the amount they pledge to charities through the Combined Fund Drive; (2) our Lacey building earned the state Leadership in Energy and Environmental Design Silver Award for "green-building"; (3) we provide interpretation services in four languages, and (4) our annual agency employee awards reflect our values.

Another example of walking our talk, we met our 2006 sustainability plan goal to recycle 100 percent of used office paper. In the Lacey building, we recycled 16,613 pounds of office-grade paper and 75,289 pounds of mixed-grade paper. We had a 45 percent reduction in purchase of reams of paper from fiscal year (FY) 2003 to FY 2006.

P.1a(3) Workforce Profile. The agency has 1,510 permanent and 104 temporary employees. Our workforce includes:

- 53 percent located in regional and field offices, 47 percent at Headquarters.
- 49 percent women and 51 percent men.
- 11 percent people of color.
- 42 percent bachelor's degree, 24 percent master's degree, 4 percent other degree.
- 12 percent hold professional licenses.
- 79 percent represented by a collective bargaining unit.

Our workforce segments are: regulatory assistance and compliance; education and communication; financial assistance; science and monitoring; policy, rule, and technical development and implementation; and administration. Each workforce segment has employee requirements and expectations, from agency core competencies (see Figure 5.b), scientific, or other appropriate degrees, and experience.

P.1a(4) Facilities, Technologies, and Equipment. We have four major office buildings that cover Washington State: Lacey, Bellevue, Spokane, and Yakima. We also have a laboratory in Manchester, and employees spread throughout the state to provide maximum coverage of services to our key customers and stakeholders.

Our information technologies consist of personal computers, mainframes, and servers that are networked, secure, and integrated. Our information technology employees develop applications to support program needs. In addition, we partner with tribal governments, the federal government, other state agencies and local jurisdictions on information technology and data-sharing.

We use state-of-the-art science technology and are often in the forefront of innovating new methodologies and instruments. For instance, we were recently recognized at the national Environmental Council of the States for our work in leading a multi-agency partnership effort to improve the overall transparency and efficiency of the environmental review, permitting, and regulatory decision-making process in Washington. Our environmental permitting information is available on our interactive Web site to help permit applicants navigate the multiple permits they may need for their project.

Major equipment consists of:

- 169 vans and trucks equipped to carry scientific sampling equipment.
- 18 oil-spill response vans and trucks.
- 247 multipurpose vehicles (85 are hybrid vehicles).
- 15 boats for monitoring and sampling water.
- A scientific laboratory with testing and monitoring equipment.
- Special scientific field monitoring equipment.

P.1a(5) Regulatory Environment. The agency operates under numerous federal and state laws. We have delegated authority to carry out several federal laws including the Clean Air Act, Clean Water Act, and the Coastal Zone Management Act.

The most significant state laws that govern our authority to protect air, land, and water are the: State Environmental Policy Act; Shoreline Management Act; Model Litter Control Act; Hazardous Waste Management Act; Water Pollution Control Act; Water Law; Model Toxics Control Act (MTCA); and the Washington Clean Air Act.

Case law mandates our authority as well (for instance, the INTERTANKO decision for oil spill regulation) and formal agreements that we enter into with the federal government (for instance, the Tri-Party Agreement to clean up the Hanford Nuclear Reservation).

The Washington State OFM, Department of Personnel (DOP), and General Administration (GA) provide regulatory oversight for Ecology's budget, financial, and human resource systems, facilities, and purchasing.

Ecology has a formal safety council that meets twice per year to ensure policy, direction, and guidance are formed and communicated to all employees. Each building also has a safety committee with an assigned safety officer. We require all new employees to take safety training. And depending on their work requirements, we also require employees who work in the field to take inspector training or hazardous materials training on a regular basis.

P.1b Organizational Relationships

P.1b(1) Organizational Structure and Governance System. Ecology is a cabinet agency, so our agency director reports to the Governor. To assist the director, networks of management teams deploy consistent messaging on strategy, policy and directions throughout the agency.

Senior Management Team	Sets policy and direction for the agency: Director, deputy director, chief financial officer, administrative services director, employee services director, four regional directors, communication and education director, governmental relations director, special assistants, and an assistant attorney general.
Executive Management Team	Sets priorities for the agency: All the above plus the ten environmental program managers.
Environmental Programs Management Team	Ensures policy and direction are consistently carried out. Deputy director and ten environmental program managers.
Program Management Teams	Ensures policy and direction are deployed to work units: Program manager and line section managers.
Regional Management Teams	Ensures consistent cross-program communication in the field: Regional directors and field section managers for the ten environmental programs.
Section Teams	Ensures policy and direction are deployed to individual employees: Line section managers and employees.

Figure P.1b(1): Structure and Governance System

In addition to the organizational reporting structure above, we have several cross-functional matrix management teams for specific topics or issues. For example:

- Toxics Advisory Group: managers and key employees from eight program areas meet regularly on the *Reducing Toxic Threats* agency priority.
- Water Advancement Group: managers and key employees from our five water programs meet regularly on the *Successful Water Management* agency priority.
- Sound Advisory Group Entrepreneurs: managers and key employees meet regularly on the *Puget Sound* initiative.

P.1b(2) Key Customers, Stakeholder Groups, and Market Segments. Our key customers and stakeholders often differ in their expectations of our services. Customers tend to come to us for a service – they need a permit to develop or build, or to conduct business that has the potential to pollute the air, land, or water. Stakeholders expect us to protect public health and the environment and be fiscally responsible. Because the differing expectations from customers and stakeholders, we establish policies, make decisions, and administer programs in ways that balance these competing needs. Responsiveness, communication, and leadership skills are valued competencies that help us accomplish our mission, goals, and priorities.

P.1b(3) Partners and Collaborators. Our most important partners are local governments, tribal governments, the federal EPA, the state OFM, other state agencies, the businesses we regulate, and public interest groups (see Figure P.1b(2)). To carry out our legislative mandates, we have established processes and developed functional relationships. For example, we work with the Governor's Office of Regulatory Assistance (ORA) to make sure our permit processes are well defined, clear, and predictable. Another example is our participation in state Multi-agency Permitting (MAP) for large Department of Transportation projects that require permits from multiple agencies. We work together as a team with several agencies to streamline the permitting process timelines and steps.

Key Segment	Key Work Processes	Key Customers and Stakeholders	Key Customer Requirements	Suppliers and Partners
People need regulatory and compliance assistance	• Environmental permitting • Inspections and enforcement • Compliance assistance	• Regulated businesses • Local governments	• Predictable, clear processes • Timely decisions • Regulatory assistance	• Legislature • EPA • Local governments
People want information	• Public education campaigns • Press releases • Communication materials	• Citizens • Legislature	• Sound fiscal and policy management • Environmental and public health protection	• Media • Public interest groups • Citizens affected by our decisions
Local governments need financial assistance	• Contracts, loans, and grants management	• Local governments	• Grant and loan money for environmental work • Technical assistance	• EPA • State Legislature • OFM
People want scientific data and information	• Environmental monitoring of soil, air, and water • Data and laboratory analysis	• Environmental groups • Local governments • Regulated businesses • Citizens	• Sound science • Quality assured data • Timely study reports	• Departments of Health, Natural Resources, Fish and Wildlife • Tribal governments • University Research
Regulated businesses and people want clear policy, rule and technical development	• Environmental policy development • Rule development • Technical guidance	• Legislature • Regulated businesses • Environmental groups • Citizens impacted by environmental issues	• Standard policies and guidance • Adherence to state and federal laws	• Congress • EPA • State Legislature • Other Natural Resource Agencies
People want to know that we responsibly spend state resources	• Human resource management • Information technology • Budget and accounting • Facilities management	• Ecology management and employees • Departments of Revenue, Treasury, and OFM	• Fiscal accountability • Effective use of resources and assets • Sound technology to support work processes	• Legislature • OFM • DOP • Department of Information Services

Figure P.1b(2): Key Customers, Stakeholders, Requirements, and Suppliers/Partners

P.1b(4) Key Supplier and Customer Partnering Relationship and Communication Mechanisms. Figure P.1b(2) describes the relationships between Ecology and key customers, stakeholders, partners, suppliers, and oversight regulators. We describe our key communication mechanisms with each of these groups in Section 3(b). Protecting, preserving, and enhancing the environment takes many people and groups collaborating with their best knowledge and skills. We believe in nurturing relationships with these key customers and stakeholders to achieve results.

P.2 ORGANIZATIONAL CHALLENGES

Competitive Environment, Challenges, and Opportunities. Consistent with directions from the state Legislature, we set policy on the environmental protection of our air, land, and water. However, many other agencies (federal, state, and local), universities, tribal governments and public interest groups are vital to understanding the complexities of the science and policy of environmental and public health protection. If others, including citizens through the initiative process, believe we are not doing our job, they will, and do, step in to influence science and policy. While this often leads to creating robust environmental policy or scientific decisions, Ecology and the Legislature remain the state's lead decision-makers.

Our strategic environmental challenges for the near future are:

(1) Reducing toxic threats, especially to children.
(2) Protecting and enhancing Puget Sound.
(3) Successfully managing water resources.
(4) Ensuring environmental mitigation projects work.

Our strategic organizational and infrastructure challenges are:

(1) Adequate space for our Northwest Regional Office.
(2) Keeping up with ever-changing information technology and the data needs of our stakeholders and customers.
(3) Keeping our information current and accessible on our Website, and providing information through educational materials.

Our strategic workforce strategies are:

(1) Recruit new employees and retain existing employees while delivering on service expectations.
(2) Move toward a competency-based performance management system.
(3) Assure our employees have the knowledge, skills and abilities to carry out our environmental objectives and core work.
(4) Manage effectively in a collective bargaining environment.

Opportunities include recent increases in funding and employee allocations from the Legislature to achieve our strategic environmental priorities. Also, we have organized our work processes to make significant progress in addressing these challenges over the next few years.

P.2a Competitive Environment

P.2a(1) Competitive Position. Competition within government, especially the natural resource and environmental protection area, is challenging. If people believe our science is not credible, then the Legislature will fund other organizations to conduct scientific monitoring and research. Further, if our decisions are not trusted, the federal government can step in, and we could lose federally delegated programs. Also, we could lose authority to carry out activities if we are not performing them efficiently. We pay close attention to how we manage our programs, our budget, and our infrastructure support (purchasing, information technology, equipment, and facilities).

Another way we think of competition is in the retention of our highly skilled and specialized employees. Consulting and engineering firms, environmental response contractors, and information technology firms can offer higher pay and compensation packages to attract our employees. While working within state rules and regulations, we seek ways to retain our employees. We keep comparative data on workforce issues like retention, as well as environmental priorities like lab costs and spill response.

P.2a(2) Principal Factors of Success. Success can look very different to our customers and stakeholders. Our customers are interested in the predictability and timeliness of our decisions, and the clarity of our processes. They want to know how long a decision will take, what the process is, and if we were on time. Key stakeholders want to know if the air is safe to breathe, the water safe to drink, and the soil safe for children to play on. We measure success through clearly defined objectives and performance measures, described in Section 2.

Opportunities for innovation and collaboration include having a governor and legislators who value environmental preservation and restoration and who are willing to put forth policy and funding to support it.

P.2a(3) Sources of Comparative and Competitive Data. Comparative data are used as needed to help us select our performance measures and then see how we are doing in comparison to like agencies or within state government. Examples of how we use comparative data are described in Section 4.c.

P.2b Strategic Context

The Department is facing several organizational and environmental challenges in the next few years. The significant challenges and strategies to meet our strategic environmental and organization challenges outlined in Section P.2 are described in more detail in Figure 2.a. We address these challenges through our strategic planning efforts described in Section 2.

P.2c Performance Improvement System

Our performance measurement system has been in place for several years. We evaluate our system every few years and in the fall of 2006, we adopted the balanced scorecard model to measure our environmental work, financial and infrastructure processes, our human resources, and customer needs, as noted below in Figure P.2c. and in Section 4.b. We report these measures on a regular cycle that agency managers and key employees review and improve. This process is described in detail in Section 4.a.

We also monitor progress and report the information on our strategic priorities described in Figure 2.a to agency leaders and employees through an active GMAP process.

In addition, we administer an annual self-assessment using the Baldrige criteria and then share the information with managers and employees, and create an action plan to address areas highlighted as needing improvement.

Employee performance feedback is another essential system we value. In 2006, ninety-six percent of our employees received their annual evaluation. Our goal for 2007 is one-hundred percent. This two-part process includes feedback and setting expectations for the upcoming year based on core competencies. We consider this a learning process as well as an evaluation process.

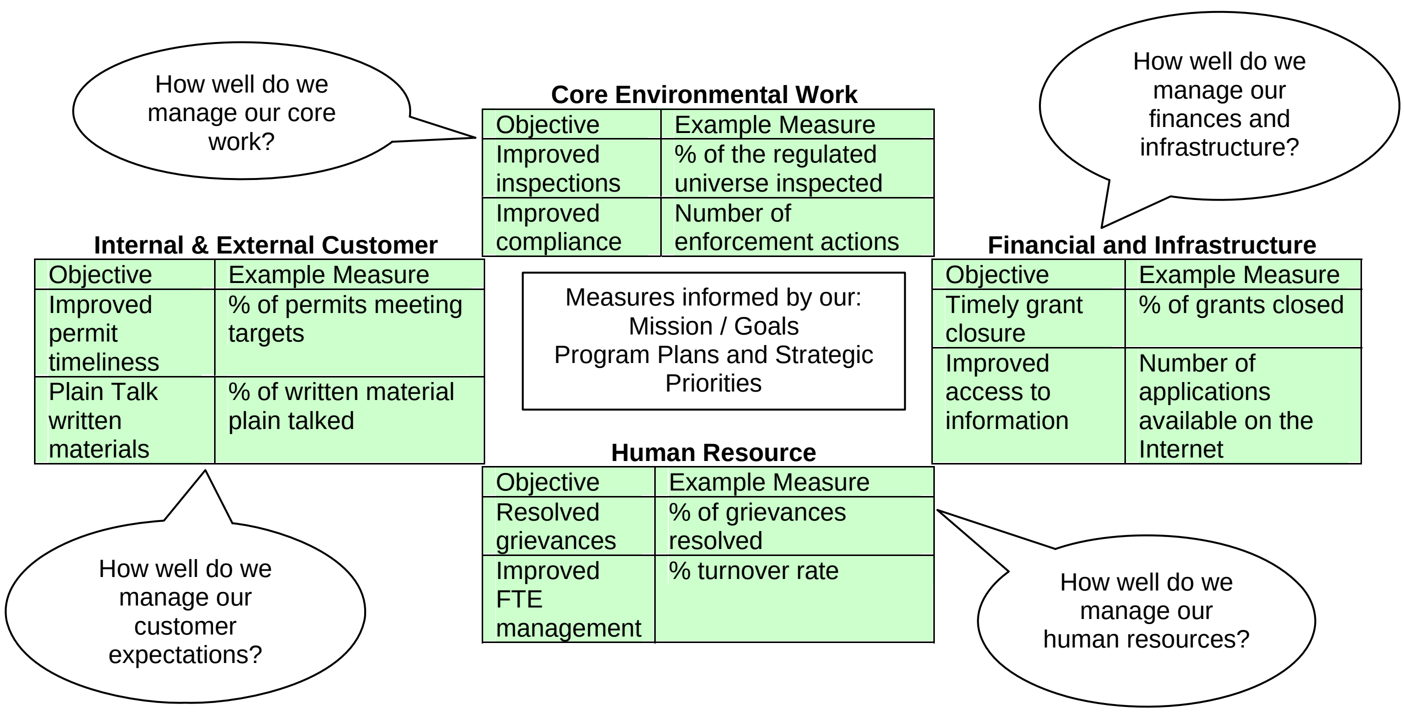
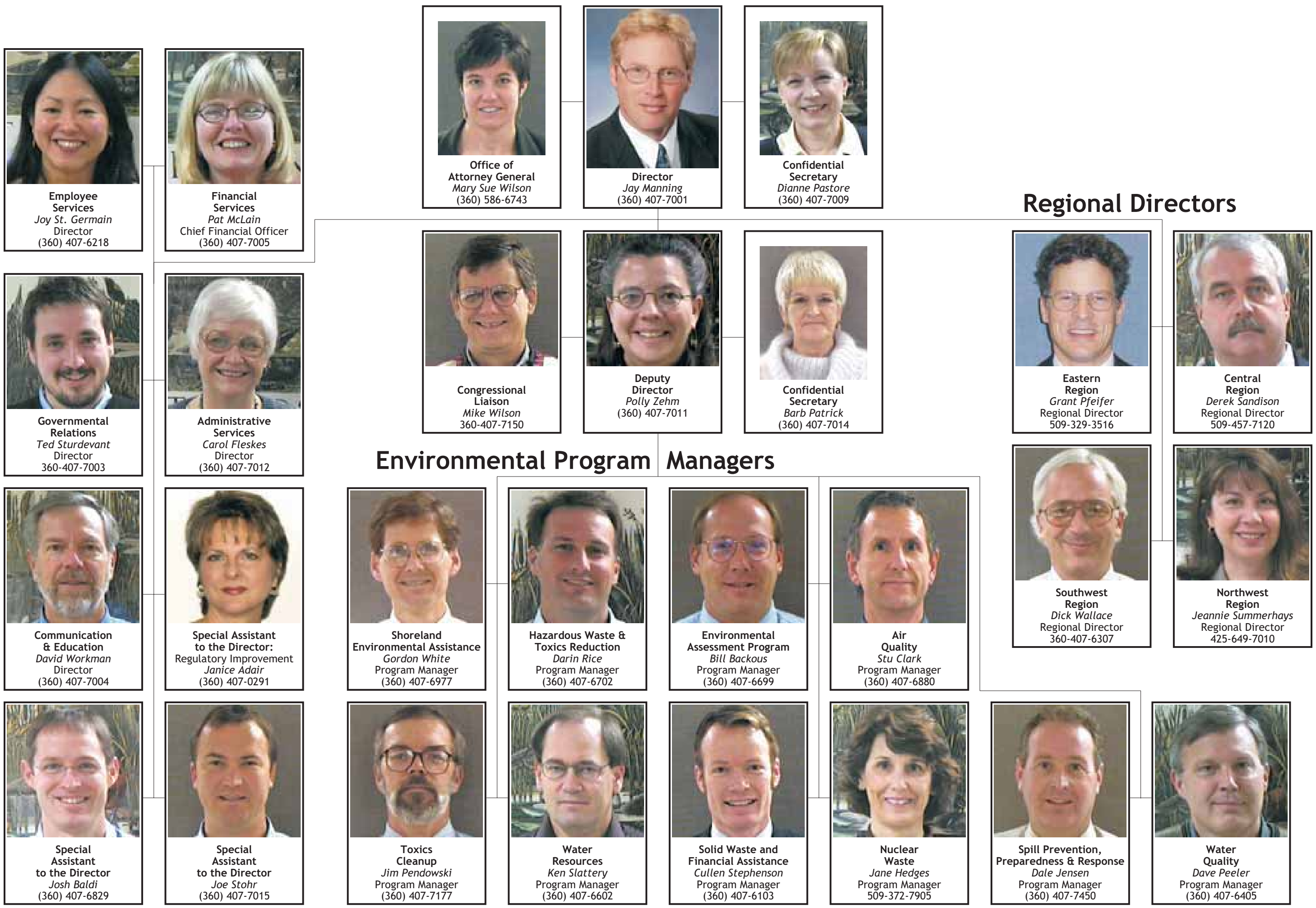


Figure P.2c: Balanced Performance Measures

Department of Ecology - Executive Management



revised May 2006

– C –

CORPS, U.S. Army Corps of Engineers

– D –

DFW, Department of Fish and Wildlife
DOP, Department of Personnel

– E –

ECOS, Environmental Council of the States
EPA, Environmental Protection Agency

– F –

FY, Fiscal year

– G –

GA, General Administration
GMAP, Government, Management, Accountability, and Performance

– H –

HST, Hazardous Substance Tax
HQ, Headquarters

– I –

IT, Information Technology

– J –

JLARC, Joint Legislative Audit and Review Committee

– M –

MAP, Multi-Agency Permitting Team
MITT, Multi-Lingual Interpretation and Translation Team
MTCA, Model Toxics Control Act

– N –

NOAA, National Oceanic and Atmospheric Administration
NWRO, Northwest Regional Office

– O –

OFM, Office of Financial Management

– Q –

QA, Quality Assurance

– S –

SAGE, Sound Advisory Group Entrepreneurs
STCA, State Toxics Control Account

1. LEADERSHIP

Ecology's management team models a set of values that permeates the organization. Employees and managers care deeply about protecting humans and the environment from pollution, restoring and preserving important ecosystems that sustain life, and finding ways to meet human needs without damaging environmental resources and functions. Our managers model this through their daily interactions with customers and stakeholders, through the credibility of our scientific work, and by creating a learning organization that can encompass these ideals.

Figure 1.1: Managers & Employees Sort Our Trash

Senior leaders encourage open dialogue where different points of view are explored and respected. Our managers value and know that diverse opinions increase our wealth of knowledge, resulting in effective decision-making. For example, the director recently held an open forum where he asked employees to share their best ideas on restoring Puget Sound's health.

We have an active diversity program (since 1990) and environmental justice committee. Senior leaders work to ensure our outreach and services are provided to all citizens of the state. In turn, these efforts encourage a highly skilled and diverse workforce and supportive work environment.

Ecology carries out its social responsibilities through priorities and action plans that target the most vulnerable citizens and areas of the environment. One of the agency's top priorities is removing toxics from the environment. Specific emphasis is on schoolyards and daycares, where children are most vulnerable, and do not have a voice in the regulated community. Also, through Ecology's efforts, Washington was the first state to develop and implement a mercury reduction strategy to address how this dangerous substance affects human health and the environment.

1.a Vision and Values

Executive management establishes the organization's mission, values, and goals. Every two years, the management team reviews the agency strategic plan to decide if these guiding principles are still valid. They also set strategic priorities for the upcoming two-year budget cycle and beyond.

Leaders deploy the agency vision, mission, values, and goals through producing documents that describe them, hosting employee meetings to discuss particular elements of them, placing information on the internal and external Web sites, and integrating the principles into all aspects of operations. For instance, the annual employee award criteria include the values of the organization.

Our *Budget and Program Overview* document is a comprehensive resource for our employees and stakeholders to learn about the agency's priorities. We publish it every two years after the biennial budget is passed and make it available on our Internet. The document identifies the mission; environmental threats; authorizing laws; constituents and interested parties; major activities and results; and specific budget information, including fund sources for each program and the agency as a whole.

Another example of how we deploy our values and vision is through our agency director, Jay Manning. He personally writes e-mail messages to the entire agency several times a year to tell employees about the priorities and their progress. He lets us know how the agency faired during legislative sessions and what resources we will need to further our priorities. He tells us about the feedback he gets from stakeholders when he travels around the state and his expectations for how to respond to key customer concerns. He also uses these opportunities to explain to employees how their work is connected to our goals, and to thank them for all they do. Sometimes the Governor or Legislature's agenda requires us to shift our priorities, and our director communicates that to employees through management team meetings and e-mail messages. For example:

> *"I can honestly tell you that I have never enjoyed a job as much as I do this one. I am profoundly fortunate to have this job at a time like this, when we have a Governor that is deeply committed to our issues and this agency's success; a legislature that is fair and open-minded, and some members who really amaze me with their personal commitment and understanding of our issues; a citizenry, both nationally and at the state level, that is demanding an increased level of environmental protection; and, most importantly, a sophisticated, extremely capable agency that is delivering on its mission in a manner that is creating momentum instead of headwind. Combined, these things make it a great time to be at Ecology."*
>
> *----Jay Manning, 12/21/06*

To further emphasize and deploy Ecology's mission and values internally, management has endorsed a *Walk Our Talk* program for the agency. This includes:

- Commute trip reduction
- Paper reduction
- Using alternate fuel sources for energy and vehicles,
- Using green building and cleaning methods and products
- Composting and recycling programs

Ecology updates a sustainability plan and sustainability progress report yearly to show how we are doing at walking our talk. We share this with employees and key stakeholders through email.

1.b Governance System

Ecology instills a governance system that is comprehensive and integrated. The internal governance system includes designation of two agency ethics officers who help managers and employees interpret rules and guidance from the state Executive Ethics Board. Ecology has several ethics-related policies and procedures. These include:

- Prohibiting the private use of state resources.
- Conflict of interest, and accepting gifts, meals, and honoraria.

All employees are required to attend ethics training every three years, and we keep records to make sure this happens.

The agency also sponsors an Enforcement Coordination Team, with members from each environmental program, an assistant attorney general (outside partner), and an executive manager. Their purpose is to make sure Ecology complies with Executive Order 98-02 (inspector training) and the Department of Personnel's guidelines. To do this they develop and provide training, write guidance documents and policies for how Ecology conducts investigations. Ecology's *Investigator Guidance Manual* and *Compliance Assurance Manual* serve as the agency's policy for employees who conduct investigations.

Every year Ecology manages many contracts, grants, and loans worth millions of dollars. We have several policies to guide our contract managers and we require all of them to take training before they manage any of these financial agreements. The agency provides accountability and transparency of operations to citizens through performance measures that track contracts and grants with language that ties payments to deliverables or milestones. We have accountability systems in place to make sure our contracts, projects, and financial obligations comply with the legal, ethical, and regulatory requirements. For example, our agency contracts manager reviews all contracts and our chief financial officer approves all grant agreements.

Our executive managers developed and adopted our Code of Conduct and Vision statements, with input from a cross-section of agency employees. They also asked our key stakeholder groups, including regulated businesses and ports for their input. The goal was to establish a code that would make sure employees treat all citizens, customers, and partners fairly and ethically. Executive management adopted the Vision and Code of Conduct, and then communicated them through all-employee meetings held state-wide. We also hosted a leadership meeting, off-site, to give managers an opportunity to discuss them more thoroughly.

Agency leaders reinforce our code through the agency's core competencies. This is a set of knowledge, skills, and abilities and leadership-based expectations written into every

Figure 1.2: Managers & Employees Participate in Our Annual Bike Convoy

employee and manager's job description. We evaluate employees against these competencies and expectations during their annual performance evaluations. We print them in our documents for customers, stakeholders, partners, and suppliers to see; we place them on wall posters, and list them very clearly on the Internet.

2. STRATEGIC PLANNING

2.a Key Strategic Objectives and Action Plans

We target our current and proposed strategic investments to achieve tangible and meaningful results for citizens, communities, businesses, and future generations. To compete in the global economy, we need clean water, air, and soil; and healthy people, communities, and workplaces. We also need adequate natural resources to sustain growing communities and economic output. Since 1970, our population has nearly doubled. Our challenge is more people depending on our state's limited resources and generating more waste. We have developed aggressive action plans to achieve sustainable results as described in Figure 2.a.

Key Strategic Objectives and Actions	Key Action Plan and Key Performance Measures
Reduce toxic threats, with special concern for infants and children. • Get toxic chemicals out of our soil, the air we breathe, our water, and the products we use.	Increase the number of people living in communities with air pollution below levels of health concern for particulates (diesel and smoke). • Reduce diesel emissions, the highest health risk source of toxic air pollution, by 20 percent by 2010. Reduce the number of children exposed to toxic contaminants in schools/daycare play areas. • Assess all suspected contaminated childcare playgrounds in the Tacoma Smelter Plume for lead and arsenic by December 2009. Reduce the number of polluted marine waters, rivers, and streams. • Reduce oil spill numbers and volume (target is zero). • Clean 761 contaminated sites that threaten the Columbia River at the Hanford Nuclear Reservation by 2012. Increase recycling of electronics containing toxic chemicals. • Recycle ten million pounds of electronic waste yearly by 2010.
Successfully manage our water to make sure there will be enough for people, farms, and salmon. • Provide sufficient and reliable supplies into the future.	Increase the number of rivers achieving flow needs. • Adopt flow rules in critical rivers and streams. • 90 percent of the water use in critical areas is metered to determine compliance with amount allowed for use. Improve the management of water. • Increase the number of local watershed management plans that are effectively implemented. • Increase the use of reclaimed water. • Develop strategies and actions to address climate change.
Sustain Washington's critical habitats through mitigation projects that work.	• Improve the success rate of environmental mitigation projects from 50 percent to 100 percent (i.e., built wetland that replaces a natural wetland).
Protect and restore Puget Sound by 2020. • Ensure fish are safe to eat, shellfish safe to dig, and the beaches safe for swimming.	Clean up and protect Puget Sound waters. • Targeted actions in Commencement Bay and the lower Duwamish to identify and control toxic contamination sources, and clean up contaminated marine sediments. • Increase environmental compliance. • Reduce contamination from industrial, municipal and construction stormwater runoff.
Assure our employees have the skills, knowledge and abilities to carry out core work.	• Provide core training and assess competencies. • Manage in a collective bargaining and labor relations environment for the first time. • Communicate regular feedback, coaching and recognition.
Data management systems to support information needs. • Improve accessibility of information. • Upgrade critical systems.	• Improve and increase the number of Web applications. • Participate with the Governor's Office of Regulatory Assistance to provide online permitting services and financial transactions. • Invest in upgrading key business information data systems.
Manage our resources to carry out the mission. • Hire new employees • Retain current employees • Secure space for NWRO	• Use the state's new e-recruiting system to recruit qualified candidates internally and externally to fill positions and to fulfill Ecology's mission. • Actively recruit at colleges, universities and specific professional organizations. • Provide employees with training to use the new e-recruiting system. • Partner with the Department of Personnel and other agencies to share best practices and successful recruitment, hiring and retention strategies. Direct advertisement to environmentally focused internet job services.

Figure 2.a: Key Strategic Objectives and Action Plans

2.b Strategic Challenges and Advantages

We align our strategic environmental challenges with the Governor's priorities for families, businesses, our economy, and quality-of-life. We strategically plan actions and carry them out to address the state's most pressing environmental issues to protect our health, our economy, and our limited natural resources. These objectives, actions, and measures align directly with the challenges and opportunities described in Section P.2.

2.c Action Plan Deployment

Action plan deployment begins with our director. He has hired a special assistant for each strategic environmental challenge. They are responsible for communication and deployment within our environmental programs and ensuring that actions achieve results. They chair internal policy teams that meet monthly to make sure strategies, budgets, and actions are thorough and on target for completion. We describe these cross-functional teams in P.1b(1).

We have semi-monthly government, management, accountability, and performance (GMAP) meetings to report progress on our strategic priorities. We also participate in semi-monthly Puget Sound GMAP meetings at the Governor's cabinet level. These regular accountability meetings ensure focus on action and results. We post our accountability reports on our external Web site at www.ecy.wa.gov/quality/.

To ensure deployment of our information technology strategies, the agency Business and Information Technology Advisory Council provides cross-program communication on information technology (IT) issues and effective coordination of IT investments. We also have an IT Steering Committee. They are responsible for the agency's enterprise technical architecture and shaping policies and budgets to accomplish our IT vision in support of the agency's mission. The agency uses an information technology portfolio as a tool to help our executive managers make better decisions about the agency's investments in information technology.

We have strategies to manage our challenge of hiring many new employees to meet environmental legislative mandates. Processes are in place to manage the hiring of new employees using the state's new e-recruiting system. Our Executive Management Team regularly reviews the status of recruitment and hiring plans against vacancies in each program or office.

3. CUSTOMER AND MARKET FOCUS

3.a Customers and Stakeholders

We know the work we do to preserve, sustain, and enhance the environment touches every citizen in Washington State. We have customers who need services from us, and key stakeholders who influence our decisions and care about how well we carry out the agency's mission. Sometimes the needs and expectations of these parties conflict and our job is to manage those expectations. Key customers and stakeholders are listed in Figure 3.a.

Ecology's commitment to collaborative and solution-oriented interactions with the public is pivotal to achieving our mission and goals. Being respectful, courteous, and professional are qualities described in the agency's Code of Conduct. We also use *Plain Talk* tools so our written materials are easy to understand.

Customer/Stakeholders Requirements/Expectations	Business	People	Legis-lature	Local Govt	Public Utilities	Agri-culture	Tribal Gov't	Land Owners	State and Feds	Environ. Groups
Timely/accurate/reasonable permit application process	√	√	√	√	√	√	√	√	√	
Reasonable regulatory requirements	√		√	√	√	√		√		
Support with permit cost, grant funding			√	√						
Fair management of environmental law and policy	√	√	√	√	√	√	√	√	√	√
Addressing environmental and pubic health issues		√	√	√					√	√
Accountability with public funds		√	√							

Figure 3.a: Customers and Stakeholders and Their Requirements

3.b Determine Requirements and Changing Expectations

We tailor our approach for communicating and gathering requirements to each customer or stakeholder group, or issue. We use these groups to determine requirements, provide feedback, and provide changing expectations for our services. For example, we established the government-to-government *Ecology Tribal Environmental Council* that is co-chaired by our director and a tribal counterpart. This council discusses major policy issues, for instance water quality standards, tribal reserve water rights oil spill response and Puget Sound Partnership. Figure 3.c(1) lists other boards and commissions that help determine requirements and expectations for Ecology.

Another example of how we stay in tune to changing needs and expectations of a key business process is through surveys. We have conducted three surveys (2002, 2004, and 2006) to collect trend information. We will continue to survey permit customers to ask them if they are satisfied with the service they receive. We will use this information to continue to improve our processes. We learned through the 2006 survey that "predictable and clear permit and regulatory processes," and "how our employees work with permit customers" are very important. We have made progress identifying and meeting permit timeliness targets by creating permit flowcharts that help our customers understand the complicated permit processes.

To provide better service to our non-English speaking customers and stakeholders, agency managers created the Multi-Lingual Interpretation and Translation Team (MITT). The purpose of MITT is to maintain a translation and interpretation services program for the agency. Currently, the agency offers translation and interpretation services for Chinese, Korean, Spanish, and Vietnamese. These are the languages most used by our non-English speaking customers and stakeholders. We provide contracted services for Russian, Hmong and other languages as needed. We have created special Web pages that direct people to the information on our site that we have translated into other languages.

3.c Relationships.

Ecology is in the business of educating and listening to people on both sides of an issue. We consider multiple stakeholder and customer viewpoints to build relationships that are vital to how we do our business. We tailor our approach to customer and stakeholder groups to sustain these relationships.

One of our most effective tools for communicating, building relationships and meeting and exceeding customer expectations is our extensive Internet site: www.ecy.wa.gov/. We continually assess our Web site to make sure it is easy to navigate and understand.

Name of Board or Committee	Responsibilities
Water Resources Advisory Committee	Advise Ecology regarding stakeholder concerns and recommendations on agency actions.
Northwest Interstate Compact on Low-Level Radioactive Waste Management	Seek the cooperation needed among member states to protect the health and safety of citizens of the party states; and provide economical management of low-level radioactive wastes on an ongoing basis.
MTCA Science Advisory Board	Provide objective scientific information and advice to the director and other Ecology officials.
Agricultural Burning Practices and Research Task Force	Identify best management practices to reduce air contaminant emissions from agricultural burning.
Oil Spill Advisory Committee	Provide input and advice to the spills program on current oil spill prevention, preparedness, and response issues.
Title V Small Business Technical Assistance Compliance Advisory Panel	Evaluate the effectiveness of the statewide Business Assistance Program to helping businesses understand and comply with air quality requirements.
Well Drilling Technical Advisory Group	Help Ecology develop and revise well-drilling rules; licensing criteria for inspectors, contractors, and operators; and review standards for construction and maintenance.
Solid Waste Advisory Committee	Provide a cross sampling of public views and concerns into Ecology's waste management rule-making and planning process.

Figure 3.c(1): Boards and Groups Providing Key Requirement, Feedback, and Advisory Opinions to Ecology

Ecology's Web site offers information about all ten programs; includes access to environmental education and data; access to job information; outlines how the public can provide input; describes how to report a spill or other environmental problem; and how to get permit or regulatory help. There is also access to laws and rules, publications and forms, public records, searchable databases, and contract opportunities.

One page in particular that shows Ecology's desire to engage people as much as possible is its public input page. This page announces public meetings and gives people information about significant issues facing our state.

Figure 3.c(2): Ecology's Public Input Web Page

We build relationships with other agencies with common processes, customers, and stakeholders. For example, Ecology is a member of a Multi-Agency Permitting (MAP) Team. This team focuses on expediting the permit process for Department of Transportation projects and increasing environmental protection by integrating the permit requirements of Fish and Wildlife, local government, and the Corps of Engineers. Through these coordinated efforts, we have targeted where we can make process improvements (shown in Figure 6.b).

Another way of building relationships, listening, and responding to our customers is through our governmental and legislative inquiry system. When a customer calls or writes Ecology about a question or concern, our team guarantees a 24 to 48-hour response time.

4. MEASUREMENT, ANALYSIS, AND KNOWLEDGE MANAGEMENT

4.a Measure, Review, and Performance Improvement

Defining our performance measures starts with our biennial strategic planning process. In the early spring of every even year, our executive management team will review, refine, and update our strategic plan. Our strategic plan then guides our biennial budget request and the development of our program business plans (refer to figure 4.a).

The next step we take is to review and refine the 60 discreet agency objectives (called the *Activity Inventory* as defined by the state OFM) and their associated performance measures. In addition, performance measures are defined and tracked for each of the agency's key strategic priorities (refer to Figure 2.a). We have also defined core performance measures using the balanced scorecard framework (refer to Figure P.2c).

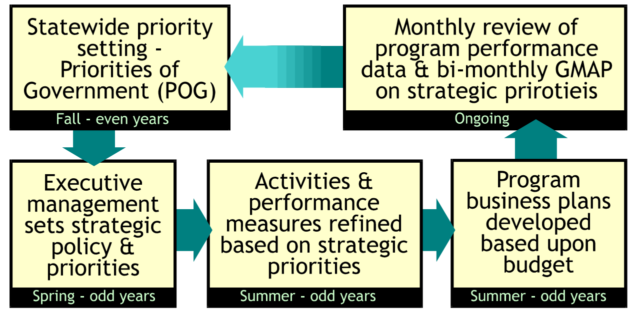


Figure 4.a: Planning Cycle

We track and report our performance measurement data on a quarterly basis (February, May, August, and November) each year. Executive managers present data in two settings:

- Monthly internal management team meetings - At these meetings, we review core performance measures based on our balanced scorecard (refer to Figure P.2c).
- Bi-monthly GMAP meetings – These meetings are open to the public. At these meetings, we review and discuss strategies to achieve performance for the agency's strategic priorities (refer to Figure 2.a). The meeting schedule is posted on our Web site along with the accountability reports from each meeting

At these meetings, managers discuss and debate strategies to achieve targeted performance. We conduct follow-up discussions at each GMAP meeting to make sure we are making progress on commitments. We analyze data in team meetings with line managers and key staff. For instance, before the presentation to the executive management team, line managers analyze the data to determine if their action strategies are effective in driving the desired performance. Performance data is posted on our Web site.

4.b Key Organizational Performance Measures

At the executive management level, we use the balanced scorecard for key organizational measures that are reported and discussed at the monthly internal management team meetings (refer to Figure P.2.(c)).

- Financial: Percent of grants closed out.
- Human resources: Percent turnover rate.
- Customer: Percent of permits meeting targets.
- Business: Percent of permitted facilities inspected.

4.c Comparative Data

We have used comparative data to develop our core performance measures in our balanced scorecard (refer to Figure P.2c) and to support decision-making and evaluation.

- We compare our human resource data and targets to other Washington State agencies. This is done every six months as we prepare and submit our Human Resources Quarterly Report to the Department of Personnel.
- We benchmark our progress in implementing the Governor's Executive Order on Plain Talk with other Washington State agencies. We use other state agency information to look for alternative strategies to improve our performance.
- We have researched permit timeliness data for like-environmental permits in other states. Other state data was used to help us select targets for our own performance in meeting timeliness expectations.
- We are currently researching other state data from environmental agencies on compliance measures with environmental laws. We will use the results of our research to help us select performance measures for environmental compliance.
- We are working with the U.S. Corps of Engineers and the state Department of Fish and Wildlife to develop performance measures for permits that are interdependent between the agencies. We are using benchmark data and shared information to improve the percent of permit applicants who submit a complete application the first time. Please see Figure 6.b.

Another example of how we use comparative data is with our facility management. The U.S. EPA and U.S. Department of Energy have established ENERGY STAR criteria for cost effective energy performance and indoor air quality. Buildings that are ENERGY STAR labeled are 40% more energy efficient than average buildings and cost $.86 per square foot less per year to operate. In Washington, we are one of 53 buildings to receive the ENERGY STAR label, however, we are the only state-owned building.

5. WORKFORCE FOCUS

5.a Workforce Engagement

Workforce engagement starts early. We continuously improve our recruitment practices: job bulletins clearly state our Mission, Vision, and expectations of agency core competencies; position descriptions state how the position links to the organizational missions and strategic plan; interviews and screenings include performance scenarios; and we do thorough reference checks. Once hired, orientation for new employees is lead by senior employees and managers committed to providing information and resources to help them succeed.

Agency leaders expect managers and supervisors to use effective, day-to-day performance management practices and provide coaching and resources to ensure success. These interactions engage the workforce and bridge commitment to accomplishing our mission.

Our forms make individual performance planning and assessment a more comprehensive process between employees and their supervisors. Each performance plan sets expectations for the coming year based on program and agency objectives. It includes an individual development section completed by the employee and agreed to by the supervisor.

Employees can also request organizational support to reach present job and future career goals. In 2006, our overall evaluation completion rate was ninety-six percent compared to the statewide average of 64 percent.

For consistency and economy, we have centralized training and development services. Each year we assess the training needs of our employees to provide a comprehensive training program. Our most recent core curriculum has 36 titles and 172 offerings in the required and general skill development subjects. We arrange additional science based-programs and supervisor training through our Leadership Training Program. Our training policy outlines training requirements, availability, and frequency. Each year, all of our employees receive their training profile that shows the history of the classes they have completed. Tuition reimbursement for college is also available to qualified employees.

A 2006 statewide employee survey shows our results were just higher than statewide averages (see Figure 7.11). Our employees' response to: "My supervisor treats me with dignity and respect" is noteworthy. We had a rating of 4.4 out of a possible 5.0. We believe this is a reflection of our core values and agency culture.

Based on these employee survey results, we are finding ways to improve in areas of recognition, meaningful evaluations, and being clearer about how the agency measures success. We are developing agency forums that senior management and star performers will co-lead to share best practices and raise awareness of the importance of each person's role and how we influence agency outcomes.

5.b Workforce Capability and Capacity

In recent years, public opinion about our regulatory and customer service practices prompted our executive managers to conduct a comprehensive internal assessment. The results of the assessment led us to restructure our workforce management system. The areas identified for improvement were: management direction and communication; recruitment and retention; tools and resources; and performance management.

Additionally, this effort helped us establish a "Code of Conduct," creating behavior standards that all agency employees are held accountable to demonstrate and practice. The Code of Conduct is translated through our core competencies, and is the foundation for successful results and accolades, both personal and organizational. We incorporate the core competencies into hiring practices, day-to-day performance management, and every employee evaluation. These competencies help us manage workforce capability and capacity to accomplish our performance objectives.

Ecology Core Competencies	
Customer focus	Treat our customers and citizens as partners and collaborators who are equally committed to a healthy, prosperous Washington. Build and maintain customer satisfaction with the services offered by the agency.
Adaptability and flexibility	Solve problems, consider different perspectives, and find new, creative ways to accomplish our work. Adapt easily to changing needs, conditions, and work responsibilities to achieve successful solutions and results.
Communication	Communicate clearly, accurately, and in a timely manner. Actively listen and engage in open, respectful, pro-fessional dialogue. Perform work in a helpful, friendly, and positive manner.
Accountability	Accept personal responsibility and accountability for the quality and timeliness of our work and for meeting expectations. Achieve excellent results with little need for oversight. Link agency mission, vision, and values to everyday work.
Trust and integrity	Remain objective at all times and ensure that professional judgment, rather than personal opinion, influences our work. Earn the trust, respect, and confidence of coworkers and customers through consistent honesty, forthrightness, and professionalism in all interactions.
Relationships	Build and maintain cooperative relationships characterized by a high level of acceptance and cooperation.

Figure 5.b: Ecology Core Competencies

We presented and discussed these new expectations at agency all-employee meetings, brown bags, and diversity dialogues held throughout our locations. We also established "leadership competencies" that go beyond the core competencies for all agency supervisors and leaders. Leaders assess managers and supervisors for their demonstration of these principles and behaviors. Leadership competencies include strategic thinking, decision-making, advocacy, performance, and accountability.

We have active communication sources to support our workforce and performance objectives. We use email to tell our employees about agency priorities and strategic plans; status of budget and legislative activities. Our monthly newsletter, EcoLink, carries stories and highlights of agency employees, initiatives, and commendations. We have formed a committee to review our internal communications processes and recommend changes such as using Intranet resources and increasing awareness about agency activities by providing up-to-date and consistent information.

Quarterly human resource performance measures, presentations, and discussions began in January 2007. Our goal is to more effectively manage human resources, identify best practices, and help employees succeed.

Finally, we have several approaches to accomplish our strategic workforce priority of filling vacancies. Our executive management team regularly reviews the status of recruitment and hiring plans against vacancies in each program or office. Recruitment activities include direct advertisement to environmentally focused internet job services and actively seeking qualified candidates at colleges, universities and specific professional organizations. We will also use of the state's new e-recruiting system to recruit qualified candidates internally and externally. In addition, we will continue to partner with DOP and other agencies to share best practices and successful hiring strategies.

6. PROCESS MANAGEMENT

6.a Key Work Processes.

The Department of Ecology is a regulatory agency. Our key work processes are defined in Section P.1a(1) as:

- Environmental permitting.
- Compliance assistance.
- Inspections and enforcement.
- Financial assistance.
- Environmental monitoring and analysis.
- Policy, rule, and technical guidance.
- Education and outreach.

These work processes are "mission-critical" to protect, preserve, and enhance Washington's air, land, and water. Our environmental programs must carry out our key work processes to protect Washington's environment. Our administrative offices provide support and assistance to the environmental programs to help them reach performance targets. An example is information technology. Much of our work is based on sound and credible science and data. Our information technology employees are well versed in our key work processes. They keep current with changing technology and federal data standards and requirements so they can provide the best service to our environmental programs when they develop or modify our data systems.

Another example is our employee services office. They work with supervisors to help provide all employees with the skills, tools, and competencies needed for our key work processes. They also provide information that employees need about agency policy and procedures.

6.b. The design, implementation and improvement of key work processes.

For over a decade, we have experimented with various mainstream "quality improvement" approaches. It is important to understand our agency culture – a high percent of our employees are scientists and engineers. As such, the "scientific method" is a standard approach that many of our employees intuitively use to problem-solve. Problem-solving principles are common between quality improvement approaches and the scientific method – observation, hypotheses, experiment/test, evaluate.

For example, we rely on a Quality Assurance (QA) System to monitor and improve our science, especially activities involving generation and assessment of environmental data. Our QA system is based on requirements established by the EPA and incorporates guidance and methodology from many standards-setting organizations world-wide. The System is formally defined in our Quality Management Plan, and is composed of a Quality Assurance Officer, and a network of QA coordinators who assist in implementation of agency quality policies.

Our main forum for performance improvement happens during our accountability meetings that identify strategies to improve processes to achieve results (refer to Section 4.a). For example:

- At our January 2007 performance meeting, we analyzed data and strategies to meet our 10-day notification target for service requests for managing computers, phones and office space for new hires and employees leaving the agency.
- During our December 2006 GMAP meeting on environmental mitigation, we analyzed several pilot programs designed to improve the success rate of mitigation projects.
- We are currently using data from our fall 2006 survey of permit applicants to target improvements in our environmental permitting processes. All of the ten environmental programs are in the process of identifying permit process improvements based on this data.
- We are currently targeting a couple of specific permit processes (construction stormwater and water quality certification) to help permit applicants submit complete applications. This includes looking at the clarity of our application forms and guidance materials.

In addition, employees and work units look for ways to improve their particular work processes. A couple of current examples include:

- Enforcement employees in our water quality program are currently developing a "field ticket" to streamline the enforcement of environmental laws. This will allow them to write a ticket at the time of inspection rather than processing mountains of paperwork later in the office.
- Our toxics cleanup program is currently analyzing trend data in how long it takes to clean up contaminated sites. They have targeted potential areas for making improvements to the cleanup process.
- Permit writers in our shorelands program have documented which questions on the joint aquatic permit applications are typically not answered correctly. They will use this information to improve the form and instructions to help applicants "get it right the first time." Refer to Figure 6.b.

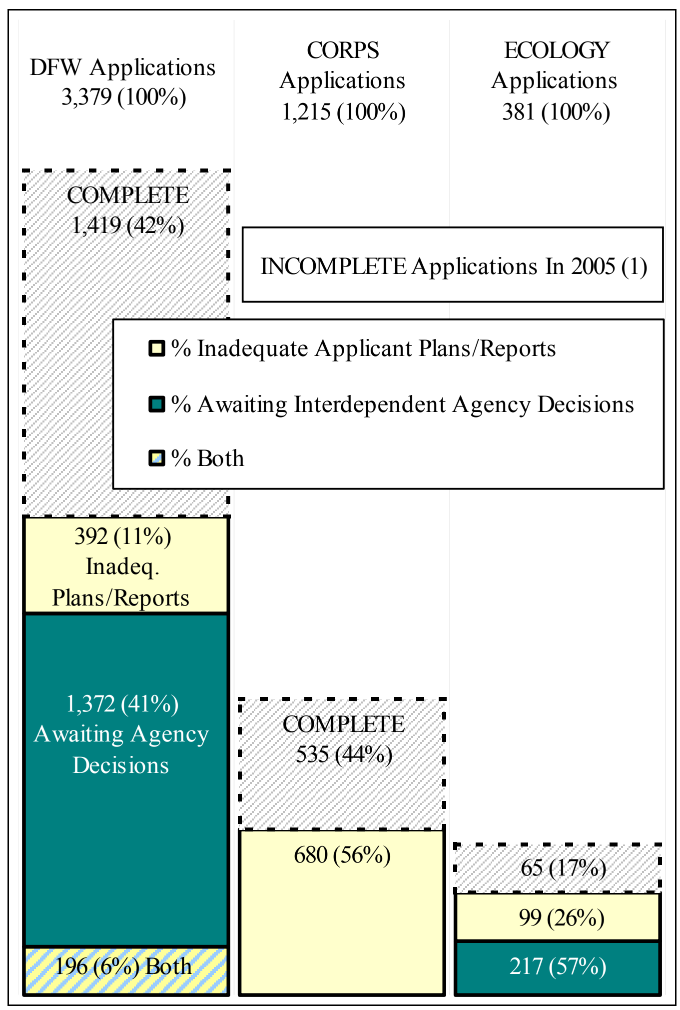


Figure 6.b: Comparison Data on Application Problems

7. BUSINESS RESULTS

Our performance measures support diverse expectations of our customers and stakeholders, as well as meet our own internal management needs.

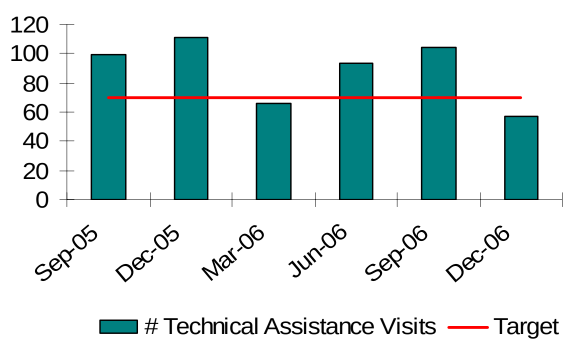
In 2003, the state Joint Legislative Audit and Review Committee (JLARC) conducted a case study of our performance and outcome measures. The JLARC report noted that we: 1) assigned people to the function of performance measures and pertinent information is communicated throughout the agency; 2) most of our key measures are substantive and in line with agency goals; 3) most managers cited substantive examples of how measures are used as management tools; 4) performance measures are emphasized and discussed; and 5) performance measurement and assessment has strong and active support of top agency management.

We continue to improve our performance measures to make sure we are using our information to help us make decisions and communicate results. Following are some measures that we use in our GMAP forums and our internal management meetings.

7.a1 Product and Service Performance

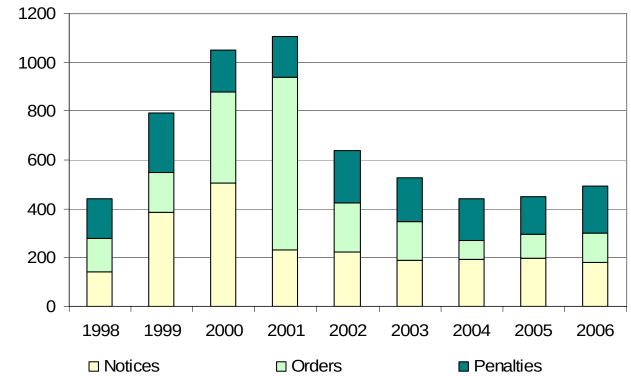
Compliance Assistance
Compliance assistance is a key work process, described in Figure P.1b(2) and Section 6a. For example, we visit businesses that generate hazardous waste to help them comply with environmental laws. We track this data to gauge our strategic environmental challenge of reducing toxics and to manage employee workload.

Fig. 7-1: Number of technical assistance visits to businesses to help them reduce toxic chemical use & waste



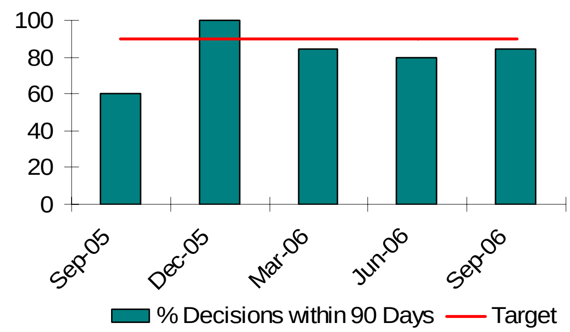
Compliance and Enforcement
Enforcing state law is one of our key work processes, described in Figure P.1b(2) and Section 6a. We inspect businesses and sites to make sure they are in compliance with environmental laws and regulations.

Fig. 7-2: Number of statewide enforcement actions



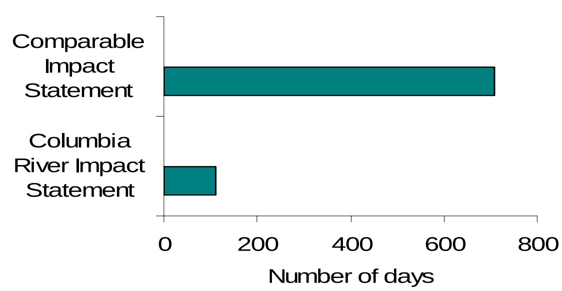
Permitting
Environmental permitting is a key work process, described in Figure P.1b(2) and Section 6a. Many businesses and individuals are required to apply for a permit from us. In the following example of water quality certifications, we track our decision-making time. Time means money for these businesses.

Fig. 7-3: Percent of water quality certification decisions made within 90 days



Environmental Policy
Environmental policy and stakeholder involvement in policy decision-making is a key work process, described in Figure P.1b(2) and Section 6a. We recently developed the Columbia River Environmental Impact Statement in record time.

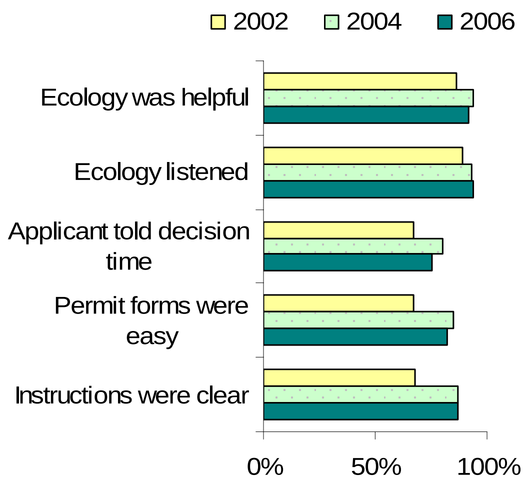
Fig. 7-4: Number of days to develop the draft Columbia River Environmental Impact Statement.



7.a2 Customer Satisfaction

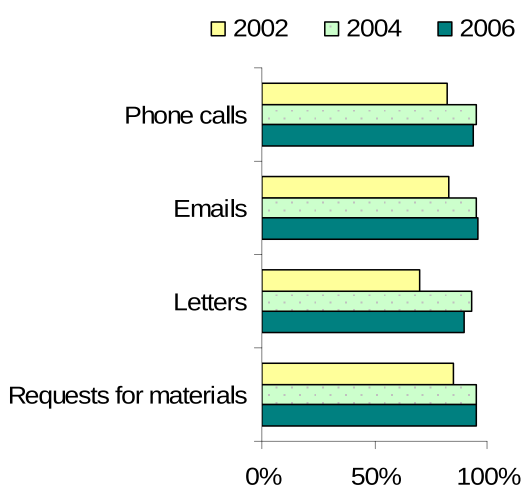
Satisfaction with Permit Process
We surveyed 2,000 of our permit customers in 2002, 2004 and 2006 to determine their satisfaction with our permit processes, described in Section 3b. The results are helping us target areas in our permit processes or our customer interactions that need to be improved.

Fig. 7-5: Percent customer satisfaction in applying for environmental permits



Satisfaction with Response Time
In the same survey, permit applicants were asked how satisfied they were with our response time to phone calls, emails, letters and requests for materials, described in Section 3b. We have focused efforts to improve our timeliness in responding to letters within our 14-day target. As a result, we have seen improvement in satisfaction with our response time to letters.

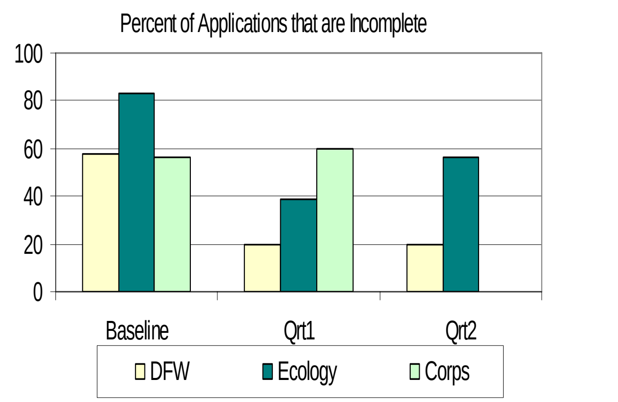
Fig. 7-6: Percent satisfaction with Ecology's response time



7.a3 Financial and Marketplace Performance

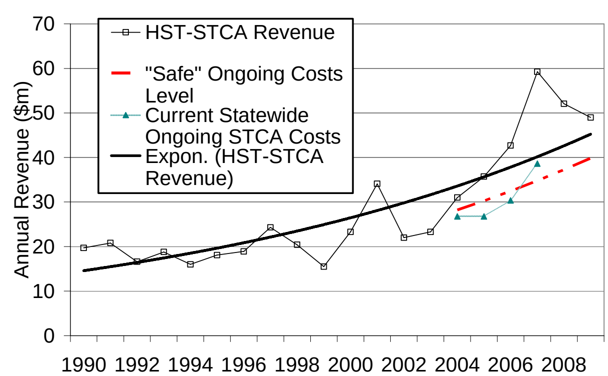
Get it Right the First Time
We are working to improve transparency for our permit customers when they have to get multiple permit decisions from various agencies for their project, described in Section 6b and Figure 6b. We are working with the U.S. Corps of Engineers and the State Department of Fish and Wildlife to help permit applicants, "get it right the first time." Our goal is to reduce the percent of incomplete applications that are submitted to us.

Fig. 7-7: Percent of water quality certification permit application incompletion rates in fiscal year 2006



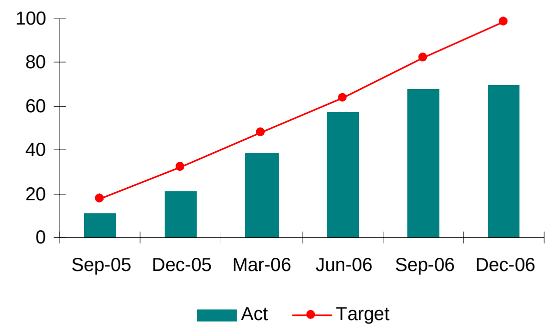
Managing a Volatile Fund Account
The main fund source for managing wastes and dealing with toxic chemicals in the environment is a tax on petroleum-based products. Revenues from this source are extremely variable. We have a strategy to manage the volatility and leverage our money so we don't have to lay employees off or stop projects. We use revenue above the capped amount for one-time projects, such as additional toxic waste site cleanups.

Fig. 7-8: Managing revenue and expenditures within the volatile Toxics Control Account



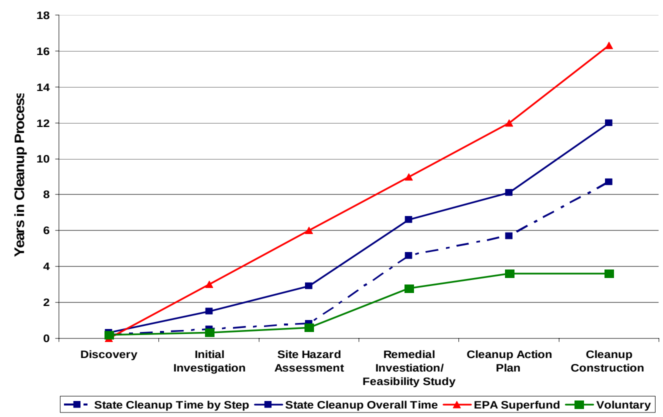
Closure of Grant Agreements
We administer millions of dollars in grants to local governments each year to finance the design, development and construction of facilities for the protection of surface and ground waters. We close out grants as quickly as possible so funds not used can be reinvested in other projects (refer to Figure P.2c).

Fig. 7-9: Number of water quality grant agreements closed



Cleanup Rate of Contaminated Sediments
We administer a program to cleanup sites contaminated with toxic chemicals. Site cleanups are complex, can take a long time and often involve many parties. We are working on speeding up the cleanup process, described in Section 6b.

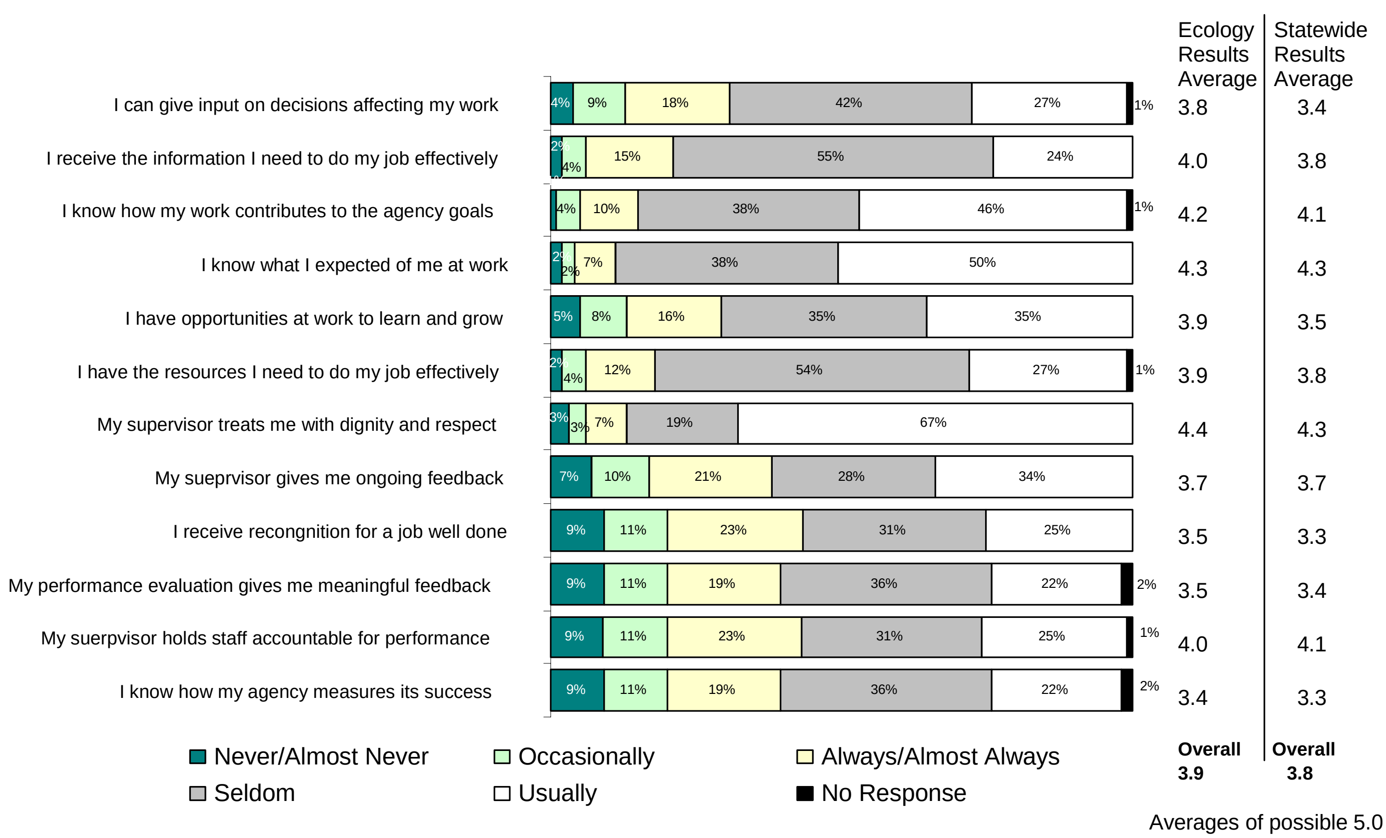
Fig. 7-10: Time it takes to clean up contaminated sites



7.a4 Workforce Engagement, Satisfaction and Development

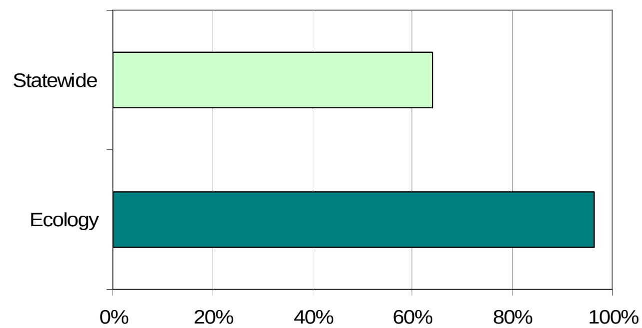
Employee survey
A 2006 statewide employee survey shows our results were just higher than statewide averages. Based on these employee survey results, we are finding ways to improve in areas of recognition, meaningful evaluations, and being clearer about how the agency measures success, described in Section 5.a.

Fig. 7-11: 2006 Employee Survey Results



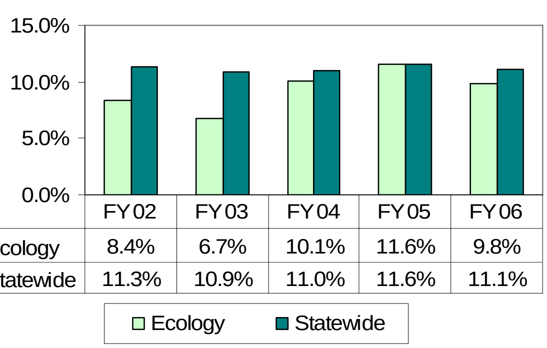
Annual Employee Evaluations
Employee evaluations and position descriptions include linkage with our mission and strategic plan. Our evaluation process is a comprehensive approach to individual performance planning and assessment between employees and their supervisors, described in Section 5.a.

Fig. 7-12: Percent of employee 2006 evaluations completed on time



Turnover Rate
Employee retention is a core leadership and human resource issue. The rate of employees leaving the agency has traditionally been lower than statewide averages. Most employees not only view Ecology as a good place to work, but are also very committed to our mission, described in Section P.2a(1).

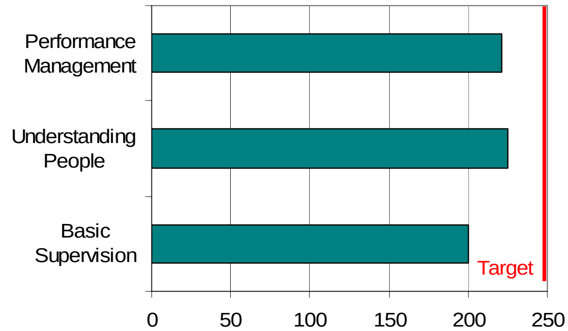
Fig. 7-13: Percent turnover rate



	FY02	FY03	FY04	FY05	FY06
Ecology	8.4%	6.7%	10.1%	11.6%	9.8%
Statewide	11.3%	10.9%	11.0%	11.6%	11.1%

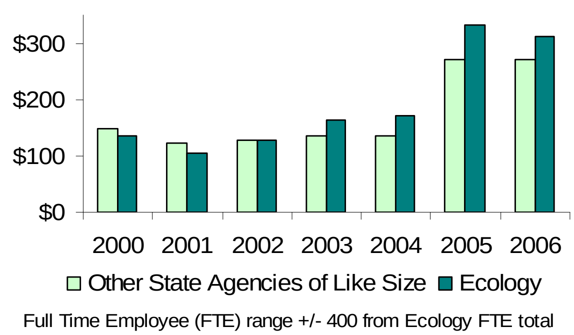
Leadership Training Program
Our Leadership Training Program supports supervisory development in knowledge, skills and abilities. The program contains seven courses - three are mandatory. The courses cover performance management, agency values and goals, organizational challenges, as well as address needs and expectations of staff, management, and the Governor, described in Section 5.a.

Fig. 7-14: Number of supervisors who have taken mandatory training



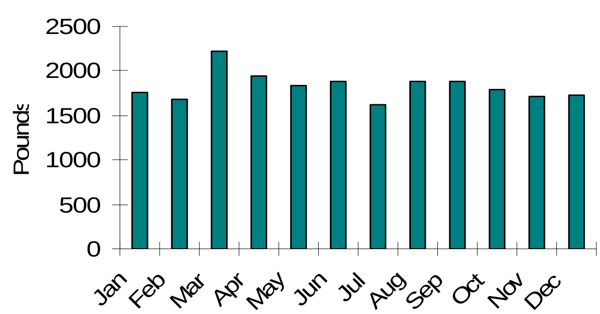
Combined Fund Drive
Our employees are a very caring group. Over the years, we have consistently contributed more dollars per employee to charitable giving through the statewide Combined Fund Drive, described in Section P.1a(2).

Fig. 7-15: Average pledge amount per participant in the annual statewide Combined Fund Drive



Food Waste Composting
Sustainability is a fundamental value in our "walk-our-talk" principle. In 2006, we began composting food scraps from employees and our cafeteria at our Lacey building, described in Section 1.a.

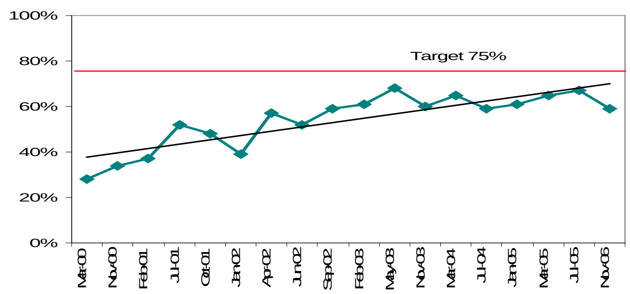
Fig. 7-16: Pounds of food scraps composted at the Lacey Building in 2006



7.a5 Operational Performance
We use our operational measures for internal management purposes and for communicating results, such as:

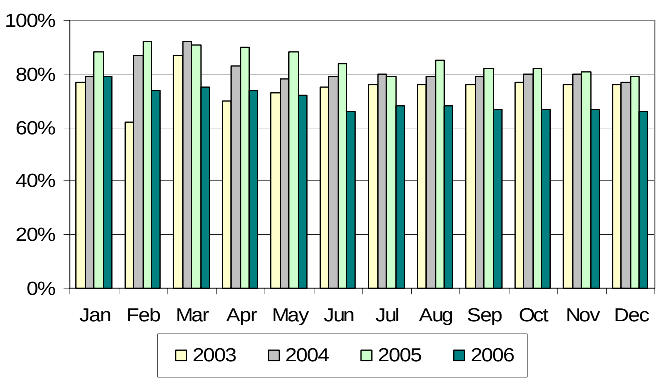
Voice Mail Greetings
We have an agency policy that all voice mail greetings are to be updated weekly. Our greetings give information about our schedules and when someone can expect a call back from us.

Fig. 7-17: Percent of updated voice mail greetings



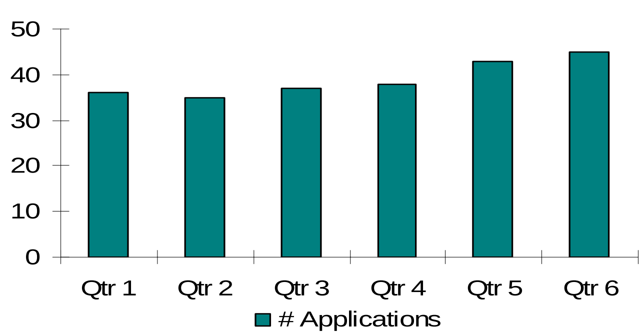
Response Time to Letters
We have a policy of responding to letters from citizens and stakeholders within 14 days. We track the data to make sure we are meeting our goal and for targeting action.

Fig. 7-18: Percent of letters responded to in 14-days



Web Applications
We have an initiative to put our data on the Web for customer, stakeholder and employee use, described in Figure P.2c.

Fig. 7-19: Number of Applications on the Web in 2006

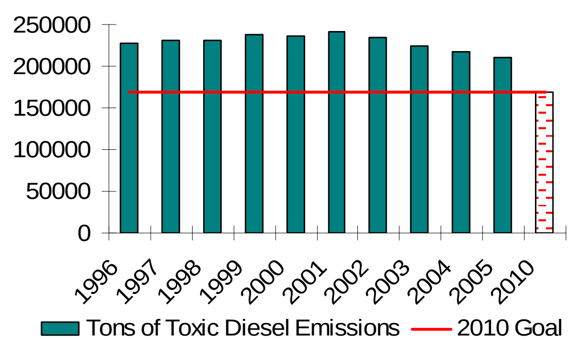


7.a6 Strategy and Action Plans
We have four key strategic priorities and action plans (described in Figure 2a): 1) reduce toxic threats, 2) protect and restore Puget Sound, 3) successful water management; and, 4) improved mitigation projects. Following are examples of the measures we are using to help us achieve results.

Strategy: Reduce Toxic Threats

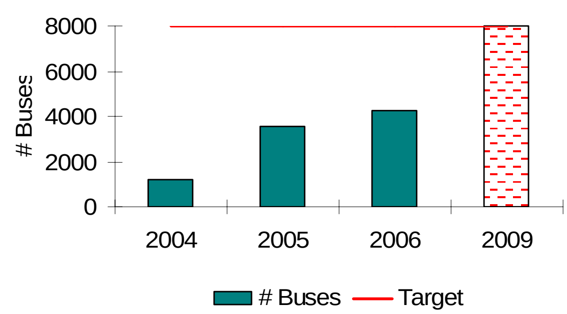
Toxic Diesel Emissions
Reducing toxic health threats from diesel fumes is a strategic agency priority. Diesel fumes from motorized vehicles contain toxic substances that are harmful to breathe. We have developed ambitious strategies to achieve a 20% reduction in emissions by 2010 (from 2005).

Fig. 7-20: Tons of annual statewide diesel emissions



School Bus Retrofit Program
We administer this program in coordination with the Office of the Superintendent of Public Instruction, the federal EPA and local air agencies. We are working aggressively to reduce children's exposure to toxic diesel fumes from school buses. We provide funds and assistance to school districts to retrofit diesel school bus engines.

Fig. 7-21: Number of Washington State school buses retrofitted to reduce toxic diesel fumes

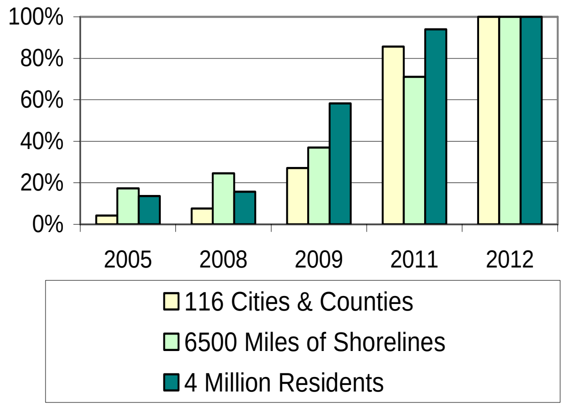


Strategy: Protect and Restore Puget Sound

Shoreline Protection and Restoration
Key to the protection of Puget Sound is the update of local government Shoreline Master Programs. We provide technical assistance and grant funding to local governments to

help them update their plans for protecting and restoring shoreline habitats. Our goal is to have all 116 city and county plans updated by 2012.

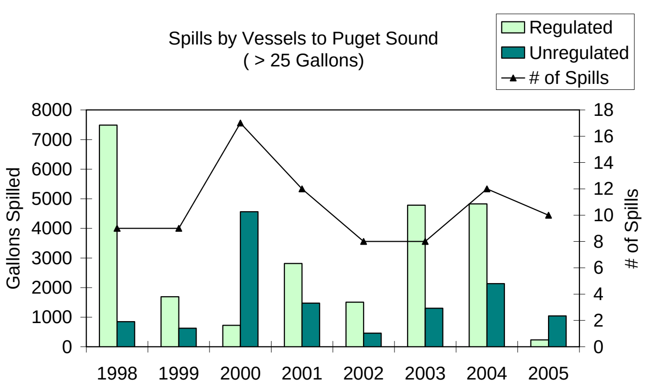
Fig. 7-22: Number of local governments with updated shoreline master plans; miles of shoreline protected; and, number of residents living in the area covered by the plans



Oil Spills in Water

We have an aggressive oil spill prevention and cleanup program to protect the marine waters of Puget Sound and the Washington coast. We use data to track trends in regulated versus unregulated vessels for targeting spill prevention programs.

Fig. 7-23: Spill volume and numbers by regulated and unregulated vessels

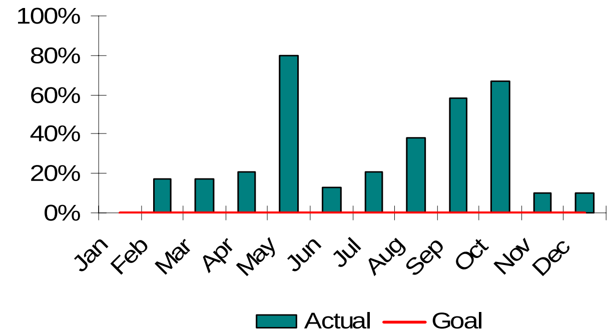


Strategy: Successful Water Management

Stream Flow

Successful water management is an agency strategic priority. Measuring the actual amount of water in streams and rivers is key to understanding the effectiveness of our programs to improve stream flow. We measure flow on a continuous basis in many rivers.

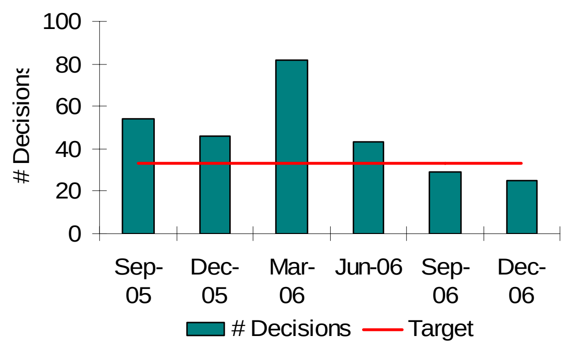
Fig. 7-24: Percent of Western Washington streams below critical flow in 2006



Water Rights

Successful water management includes the allocation of water through water right permits. We process these permits throughout the state and use our data to manage workload for our permit writers.

Fig. 7-25: Number of Water Right Decisions



7.b Comparison to Others in our Industry

Several organizations track and compare state environmental data, such as ECOS, the EPA, and NOAA. States have different reporting tools and processes making it difficult to compare data. The data tends to be aggregated to get a national picture of environmental conditions. Comparative data is described in Section 4.c.

An example of comparative state data from EPA is the quantity of hazardous waste generated (Figure 7.b).

Tons of Hazardous Waste Generated in 2005		
State	Rank	Tons Generated
California	13	747,221
Idaho	39	25,924
Montana	43	7,218
New Mexico	10	944,636
Oregon	36	40,332
Utah	32	78,101
Washington	26	141,198

Figure 7.b: Comparison of State Hazardous Waste Data