



DEPARTMENT OF  
**ECOLOGY**  
State of Washington

## **2015 – 2017 Strategic Plan**

September 2014  
Publication no. 14-01-004

## Publication and Contact Information

This report is available on the Department of Ecology's website at <https://fortress.wa.gov/ecy/publications/SummaryPages/1401004.html>

For more information contact:

Washington Department of Ecology  
Executive Office  
P.O. Box 47600  
Olympia, WA 98504-7600

Phone: 360-407-7000

---

Washington State Department of Ecology - [www.ecy.wa.gov](http://www.ecy.wa.gov)

- Headquarters, Lacey 360-407-6000
- Northwest Regional Office, Bellevue 425-649-7000
- Southwest Regional Office, Lacey 360-407-6300
- Central Regional Office, Yakima 509-575-2490
- Eastern Regional Office, Spokane 509-329-3400

*If you need this document in a format for the visually impaired, call the Executive Office at 360-407-7000. Persons with hearing loss can call 711 for Washington Relay Service. Persons with a speech disability can call 877-833-6341.*

# **2015 – 2017 Strategic Plan**

---

Washington State Department of Ecology  
Lacey, Washington

*This page intentionally blank.*

# Table of Contents

|   |    |
|---|----|
| Strategic Framework .....   | 1  |
| About Ecology .....   | 2  |
| Ecology Strategic Priority: Reduce and Prepare for Climate Impacts..... | 4  |
| Goals .....   | 4  |
| Strategies.....   | 4  |
| Ecology Strategic Priority: Prevent and Reduce Toxic Threats .....      | 6  |
| Goals .....   | 6  |
| Strategies.....   | 6  |
| Ecology Strategic Priority: Deliver Integrated Water Solutions.....     | 9  |
| Goals .....   | 9  |
| Water Quality Strategies .....  | 9  |
| Water Resources Strategies.....   | 11 |
| Ecology Strategic Priority: Protect and Restore Puget Sound .....       | 14 |
| Goals .....   | 14 |
| Strategies.....   | 14 |
| Deliver Efficient and Effective Services.....                           | 16 |
| Goals .....   | 16 |
| Strategies.....   | 16 |
| Capacity Assessment .....   | 17 |
| Financial Capacity .....  | 18 |
| Facility Capacity .....   | 19 |
| Economic Recession Impacts and Current Outlook .....                    | 19 |
| Risks, Uncertainties, and Opportunities .....                           | 19 |
| Information Technology Capacity .....                                   | 21 |
| Goals .....   | 21 |
| Strategies .....  | 21 |
| Human Resources Capacity .....  | 23 |
| Goal .....  | 23 |
| Strategies .....  | 23 |
| Organization Chart.....   | 24 |
| How to Contact Ecology.....   | 25 |

|  |    |
|--|----|
| Ecology Headquarters & Regional Offices..... | 25 |
| Ecology Field Locations .....                | 26 |

# Strategic Framework

 Director Maia Bellon  
**Strategic Framework**

**Vision** Our **innovative partnerships** sustain healthy land, air and water in harmony with a strong economy.

**Mission** **Protect, preserve and enhance** Washington’s environment for current and future generations.

- Our Commitment**
- Perform our work in a **professional** and **respectful manner**.
  - Listen carefully and communicate in a **responsive** and **timely** manner.
  - Solve problems through **innovative** ways.
  - Build and maintain **cooperative relationships**.
  - Practice **continuous improvement**.

**Goals**

|  |   |  |  |
|--|---|--|--|
|  |  |  |  |
| Protect and restore land, air and water  | Prevent pollution   | Promote healthy communities and natural resources                                    | Deliver efficient and effective services   |

- Strategic Priorities**
- Reduce and prepare for climate impacts.
  - Prevent and reduce toxic threats.
  - Deliver integrated water solutions.
  - Protect and restore Puget Sound.

## About Ecology

The Washington State Department of 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 website.
- Walk-in services in each office.
- Several toll-free telephone numbers.

Ecology employs about 1,620 people located in communities throughout Washington State. Our headquarters is in Lacey, along with 12 offices located throughout the state to provide convenient services to our customers and stakeholders in those areas. Our major regional offices are in:

- Spokane
- Yakima
- Lacey
- Bellevue

We have smaller field offices in:

- Bellingham
- Vancouver
- Wenatchee
- Port Orchard (Manchester Lab)
- Richland
- Winthrop
- Mount Vernon (Padilla Bay Reserve)
- Walla Walla

Ecology's executive management team is located in our Lacey Headquarters Office and is primarily responsible for adopting policies, rules, and guidance to support our mission and goals.



The regional and field offices provide direct regulatory compliance and technical assistance services to customers, stakeholders, and citizens. Our environmental laboratory provides scientific analysis of air, land, and water samples.

Ecology is organized into ten environmental programs plus administration. The ten environmental programs are:

- Air Quality
- Environmental Assessment
- Hazardous Waste and Toxics Reduction
- Nuclear Waste
- Shorelands and Environmental Assistance
- Spill Prevention, Preparedness, and Response
- Toxics Cleanup
- Waste 2 Resources
- Water Quality
- Water Resources

Our administrative office includes:

- Administrative Services
- Communication and Education
- Executive
- Financial Services
- Governmental Relations
- Human Resources
- Information Technology Services

|   |  |
|---|--|
|  | <p><b>Results Washington Goal 3:<br/>Sustainable Energy &amp; A Clean Environment</b></p> <hr/> <p><i>Goal Topic: Sustainable and Clean Energy</i></p> |
|---|--|

## **Ecology Strategic Priority: Reduce and Prepare for Climate Impacts**

### **Goals**

- Greenhouse gas emissions are reduced sufficiently to meet the state’s statutory reduction limits for 2020, 2035, and 2050.
- Citizens, businesses, local governments, and state agencies are aware of the impacts of a changing climate and are taking steps necessary to preserve and protect natural and human systems.

### **Strategies**

- Support both federal and state initiatives that are taking actions to further reduce greenhouse gas emissions and help achieve our statutory greenhouse gas emissions reduction limits (e.g., Governor’s Executive Order 14-04; U.S. Environmental Protection Agency greenhouse gas emission reduction proposals).
- Support the Governor’s Carbon Emission Reduction Taskforce; the Governor’s Office in establishing a cap on carbon pollution; developing design options for a proposed carbon market; and evaluating the costs and benefits of a proposed carbon market.
- Seek authority to expand the clean car law to include zero emissions vehicles, consistent with the Governor’s Executive Order.
- Support the Governor’s Office and the Office of Financial Management in developing clean fuel standards to reduce emissions from transportation, which is the largest emitting sector in the state.
- Continue to develop other greenhouse gas emission reduction strategies and tools to assure the state’s statutory emissions reductions limits are achieved.
- Continue to identify and quantify sources of greenhouse gas emissions in Washington.

- Implement strategies and actions outlined in the state’s integrated climate response strategy, “Preparing for a Changing Climate.”
- Collaborate and coordinate with other state agencies and federal agencies to implement recommendations of the White House Task Force on Climate Resilience and Preparedness, as they apply to Washington State.
- Continue to implement some of the key early actions (e.g., actions related to local land contributions) outlined in the Governor’s Blue Ribbon Panel on Ocean Acidification, and supported by the Marine Resources Advisory Council.
- Actively participate in various regional organizations (e.g., Pacific Coast Collaborative, Western Governors Association, and West Coast Governors Alliance on Ocean Health).
- Support the Governor’s Office, the Office of Financial Management, and other agencies with drafting legislation and budget proposals that support the Governor’s Carbon Pollution Reduction and Clean Energy Initiative.

### **Agency Contact**

Hedia Adelsman  
Special Assistant to the Director  
[Hedia.Adelsman@ecy.wa.gov](mailto:Hedia.Adelsman@ecy.wa.gov)  
360-407-6222



## Ecology Strategic Priority: Prevent and Reduce Toxic Threats

### Goals

- Improve our ability to protect the most vulnerable human, fish, and wildlife populations.
- Avoid preventable future impacts and costs.
- Promote a strong, protective federal chemical policy and preserve the state’s ability to innovate in this area.
- Create a systems approach to reducing toxic threats that is effective, fair, and economically feasible.

### Strategies

- **Limit and manage the amount of toxic substances put into the environment.**
  - Conduct statewide source control monitoring, with initial efforts in the Columbia River basin.
  - Amend the Persistent, Bioaccumulative, and Toxic (PBT) rule.
  - Implement and enforce existing bans on:
    - Polybrominated diphenyl ethers (PBDEs).
    - Bisphenol A.
    - Coal tar sealants.
    - Copper in brake pads.
    - Selling elemental mercury.
    - Mercury in novelty products.
    - Lead in wheel weights.

- Enhance existing programs to reduce Polycyclic Aromatic Hydrocarbons (PAHs) in the air, particularly from wood stoves and diesel engines.
- Increase efforts to remove creosote-treated wood adjacent to or in state waters.
- Expand the use of green chemistry to help Washington State businesses be more innovative, profitable, and competitive while protecting human health and the environment.
- Conduct product testing to enforce Washington’s product laws, including:
  - The Children’s Safe Products Act.
  - The Toxics in Packaging Act.
  - The Mercury Reduction Act.
- Expand the program to reduce toxic diesel emissions from school buses and emergency response vehicles operated by public sector entities to reduce exposure to the public:
  - In neighborhoods.
  - Near schools.
  - Near hospitals.
  - Near emergency scenes.
  - Other high exposure situations.
- Expand local source control capacity to provide hazardous waste and stormwater technical assistance to small businesses.
- Conduct detailed community level air quality assessments and work closely with elected officials, citizens, local agencies, businesses, and civic leaders in the state’s highest risk areas to help them design tailored, local, preventive air pollution solutions.
- **Advance safer products**
  - Complete and implement the Polychlorinated Biphenyls (PCB) Chemical Action Plan.
  - Complete an alternatives assessment as an essential first step to implement the limitations on using copper boat paint.
  - Develop the Chemical Action Plan for perfluorinated compounds (PFCs) and pursue stable funding for implementation.
  - Integrate hazard assessment tools, such as GreenScreen and QCat, into pollution prevention work to help Washington businesses reduce their toxic chemical use.

- **Clean up after toxic substances have polluted air, land, water, or sediment.**
  - Identify key contaminants in Puget Sound, based on the completed toxics loading study and other work to identify chemicals of concern.
  - Consolidate existing groundwater data into an organized information system to inform decision makers.
  - Expedite sediment cleanup by providing clear, workable, and predictable requirements through new guidance.
  - Manage permitting and compliance associated with developments at Hanford for addressing leaking tanks, and permitting and oversight of the facility for dry storage of cesium and strontium capsules.

### **Agency Contact**

K Seiler  
Hazardous Waste & Toxics Reduction Program Manager  
[K.Seiler@ecy.wa.gov](mailto:K.Seiler@ecy.wa.gov)  
360-407-6702

|   |  |
|---|--|
|  | <p><b>Results Washington Goal 3:<br/>Sustainable Energy &amp; A Clean Environment</b></p> <hr/> <p><i>Goal Topic: Clean and Restored Environment</i></p> |
|---|--|

## Ecology Strategic Priority: Deliver Integrated Water Solutions

### Goals

- Improve water quality and management of rural water supplies.
- Reduce polluted runoff from urban and working lands.

### Water Quality Strategies

- **Reissue stormwater permits on a timely basis.**
  - Discharge permits provide the foundation for effectively managing stormwater. The following permits will be reissued:
    - Industrial Stormwater General Permit – 1/2015
    - Sand and Gravel General Permit – 10/2015
    - Construction Stormwater General Permit – 12/2015
- **Provide technical assistance to support compliance with water quality stormwater permits.**
  - Establish a Municipal Stormwater Permit audit program to help municipalities achieve compliance with permit requirements. The audits will provide a complete evaluation of each facility's performance and subsequent technical assistance to improve performance.
  - Increase the number of stormwater inspections of construction and industrial sites each quarter. This will be done to meet current Office of Financial Management targets of 100 per quarter for the industrial permit and 225 per quarter for the Construction Stormwater Permit.

- **Enhance the compliance assurance program.**
  - Continue to follow-up with dischargers who do not submit an Industrial Stormwater General Permit Discharge Monitoring Report and establish a similar process for the Construction Stormwater General Permits. Discharge Monitoring Reports form the basis for tracking and reporting on permit requirements. Past efforts to increase permittee performance in this area have been effective.
- **Continue to provide Low Impact Development training and technical assistance.**
  - Low Impact Development provides alternate ways for permit holders (cities and counties) to manage stormwater.
- **Increase investment in stormwater solutions at the Washington State University Stormwater Center for:**
  - Research and development for new low cost urban stormwater treatment options.
  - Enhanced technical assistance and technology transfer for improved stormwater management at businesses and commercial properties.
  - Identification of source control and product substitution options for stormwater pollutant sources.
- **Increase funding available to manage stormwater.**
  - Develop and administer a long-term stormwater grant program.
  - Implement a legislative requirement intended to increase funding available to manage stormwater, which will be administered under the Water Quality Program's integrated funding program.
- **Develop Water Quality Standards for Human Health Criteria in rule and update implementation tools.**
  - This rule will establish acceptable levels of toxics in state waters to ensure waters are drinkable and fishable. This effort links with the Governor's Clean Water Initiative to reduce toxic threats.
- **Determine the sources of pollution in watersheds, working with local stakeholders to implement actions needed to address those sources and developing control programs for permitted and non-permitted dischargers.**



- **Update the State Nonpoint Plan.**
  - The State Nonpoint Plan provides the structure for how we regulate nonpoint pollution. It is required under the federal Clean Water Act Section 319 program and is also required to address the federal Coastal Zone Act Reauthorization Amendments disapproval.
  
- **Issue a revised Concentrated Animal Feeding Operation (CAFO) Permit by the end of 2015.**
  
- **Support the Yakima Groundwater Management Area (GWMA) efforts.**
  - Ecology will provide assistance to the group and ensure alignment with the State Nonpoint Plan and associated permits.
  
- **Lead an advisory group on agriculture and water quality issues.**
  - The advisory group will provide a venue for an interactive discussion with agricultural producers to inform our efforts.
  
- **Collaborate with the Washington Department of Health, Washington Conservation Commission, Washington Department of Agriculture, and the Governor's Office regarding the shellfish initiative.**
  - Identify challenges and opportunities to achieve the objectives of the shellfish initiative and Results Washington Goal 3, outcome measure 2.1 (increasing improved shellfish classification acreage in Puget Sound).

## Water Resources Strategies

- **Develop well-coordinated and integrated water solutions.**
  - Rural Water Supply Strategies Workgroup.
    - Seek input from members of the Water Resource Advisory Committee, tribes, and other stakeholders on strategies to improve rural water resource management in Washington State.
  - Develop sustainable water supply solutions in the Skagit Basin.
    - Work with local governments, tribes, water utilities, and land owners in the Skagit basin. These efforts include water right acquisitions, releases of stored water to mitigate low flows, and investments in public water systems. We anticipate a water mitigation bank will be developed in the Nookachamps Creek basin in Fiscal Year 2015.

- Develop sustainable water supply solutions in the Yakima Basin.
  - Work with farmers and ranchers, irrigation districts, county and city governments, the Yakama Nation, conservation organizations, and state and federal agencies to develop water supply solutions that will increase water supply in the basin for out-of-stream and in-stream uses.
  - Complete the adjudication process for four basins, referred to as the Yakima River Basin Surface Water Adjudication. We are currently preparing for the final decree, and working to ensure that Pre-Trial Order #17 Notices are completed for all water right changes.
- Develop sustainable water supply solutions in the Middle Snake River.
  - Work to determine water availability in the Snake River. Flows in the Snake River are generally in demand for navigation and for habitat requirements of the Endangered Species Act. Understanding river operations will allow us to determine the amount of water available in the Snake River and then make decisions on applications for surface and groundwater in this area.
- Develop sustainable water supply solutions in the Nooksack River.
  - Work with 10 farms on the Nooksack River through the coordinated cost reimbursement process to bring over 1,000 acres of farmland adjacent to the Nooksack River into compliance with the state water code.
  - Work with local stakeholders to develop groundwater modeling to better understand the connection between groundwater and nearby streams. The resulting products will give irrigators, large domestic users, and Ecology a tool to evaluate the mitigation required for proposed appropriations.
  - Through the Washington Acquisition Program, continue to negotiate lease and purchase agreements for placing water into trust to increase stream flows in 16 watersheds with vulnerable salmon and trout populations. All water obtained through the program is restored to the creeks, streams, and Grays-Elochoman and Cowlitz Rivers.
- Update water availability guidance.
  - Work with county representatives, tribes, and interested stakeholders to update the guidance used to determine water availability for new development.

- **Develop new and amend existing flow rules to protect natural resources and provide water from new permitted and unpermitted uses.**
- **Develop a metering strategy to enhance the compliance assurance program.**

### **Agency Contacts**

Kelly Susewind  
Special Assistant to the Director  
[Kelly.Susewind@ecy.wa.gov](mailto:Kelly.Susewind@ecy.wa.gov)  
360-407-6829

Heather Bartlett  
Water Quality Program Manager  
[Heather.Bartlett@ecy.wa.gov](mailto:Heather.Bartlett@ecy.wa.gov)  
360-407-6405

Tom Loranger  
Water Resources Program Manager  
[Tom.Loranger@ecy.wa.gov](mailto:Tom.Loranger@ecy.wa.gov)  
360-407-6672

|   |  |
|---|--|
|  | <p><b>Results Washington Goal 3:<br/>Sustainable Energy &amp; A Clean Environment</b></p> <hr/> <p><i>Goal Topics: Healthy Fish and Wildlife; Clean<br/>and Restored Environment</i></p> |
|---|--|

## Ecology Strategic Priority: Protect and Restore Puget Sound

### Goals

- Prevent pollution from urban stormwater runoff.
- Protect habitat.
- Protect and recover shellfish.


### Strategies

- **Prevent pollution from urban stormwater runoff.**
  - Establish new, long-term funding programs for Puget Sound for stormwater, flood management, and cleanup that reward multi-benefit action and reflect a watershed-based approach.
  - Prevent, reduce, and control sources of toxic contaminants entering Puget Sound.
  - Implement new municipal stormwater permits, including Low Impact Development requirements and basin planning.
  - Implement Phase Two of the “Puget Sound Starts Here” campaign.
  - Adopt new Human Health Criteria rules that are implementable and provide demonstrable reductions in toxics.
  - Adopt and implement plans and control strategies to reduce pollutant releases into Puget Sound from air emissions by encouraging adoption of zero emissions vehicles.
  - Reduce the volume of toxic diesel soot that can be deposited directly to surface waters of the Sound or its feeding waters.

- **Protect habitat.**
  - Protect and restore stream flows.
  - Advance floodplain protection and restoration through improved policies and funding.
  - Update and implement improved Shoreline Master Programs.
  - Improve oil spill preparedness and response.
  
- **Protect and recover shellfish.**
  - Help establish and sustain effective Pollution Identification and Correction programs within counties to better protect water quality.
  - Target and coordinate implementation of voluntary incentive and regulatory programs for rural landowners, small-acreage landowners, and working farms, to better protect water quality.
  - Also refer to the Water Quality Strategies shellfish initiative on page 11.

### **Agency Contact**

Josh Baldi  
Northwest Regional Office Director  
[Josh.Baldi@ecy.wa.gov](mailto:Josh.Baldi@ecy.wa.gov)  
425-649-7010

|   |   |
|---|---|
|  | <b>Results Washington Goal 5:<br/>Efficient, Effective and Accountable<br/>Government</b> |
|   | <i>Goal Topics: Customer Satisfaction and<br/>Confidence; Resource Stewardship</i>        |

## **Deliver Efficient and Effective Services**

### **Goals**

- Increase customer satisfaction and confidence.
- Improve timely service delivery.

### **Strategies**

- Practice continuous improvement.
- Build and maintain cooperative relationships.
- Solve problems through innovative ways.

Ecology will use the results from our bi-annual customer survey to identify areas where we need to improve our processes and service delivery. We will continue to ask for customer feedback at the point of service. We will continue to support our employees who work to improve their work processes, and train staff in Lean principles and problem-solving techniques.

#### **Agency contact**

Martha Hankins  
Rules and Accountability Section Manager  
[Martha.Hankins@ecy.wa.gov](mailto:Martha.Hankins@ecy.wa.gov)  
360-407-6986

## Capacity Assessment

In the follow section we provide an assessment of Ecology's capacity in the following areas:

- Financial
- Facilities
- Information Technology
- Human Resources

## Financial Capacity

---

At the beginning of the 2013-15 biennium, Ecology's Operating Budget was \$458.1 million, and our Capital Budget was about \$1.0 billion (new and reappropriated dollars). Combined, approximately 73 percent of these dollars are passed through to local governments and otherwise spent directly in local communities to do environmental and public health work. The remainder supports the work conducted at Ecology. Right now, 51 different fund sources support our work in the operating and capital budgets. Most of these funds are directed for specific environmental purposes, consistent with authorizing legislative intent and stakeholder or fee payer expectations.

Since the 2007-09 biennium, when the great recession started, Ecology's near General Fund-State (GF-S) funding has been reduced from \$132 million to \$61 million going into the 2015-17 biennium (almost a 54 percent reduction). About 13 percent of our current base 2015-17 operating budget is supported by GF-S, with the remainder coming from dedicated environmental accounts and federal dollars. Ecology's GF-S appropriations now total less than .2 of one percent of the statewide GF-S appropriations.

During this same six year period, legislative directed fund shifts and new appropriations for priority work have increased Model Toxics Control Act (MTCA) funding for base environmental and public health work at Ecology by 59 percent. Much of this work was supported by GF-S before the large downturn in the economy. Over the last few years, the Legislature has made broad funding shifts that reduced GF-S and replaced it with MTCA to preserve core activities. Approximately 38 percent of our current base operating budget is now supported by MTCA.

### Agency Contact

Erik Fairchild  
Chief Financial Officer  
[Erik.Fairchild@ecy.wa.gov](mailto:Erik.Fairchild@ecy.wa.gov)  
360-407-7005



## Facility Capacity

---

### Economic Recession Impacts and Current Outlook

Ecology has seen staff reductions as a result of the national economic recession that began in 2008. Although these reductions were small, and spread across the facilities where Ecology staff work, three small offices were closed during the 2011-13 biennium. Ecology owns three facilities and leases nine others.

Over time, operations have shifted from headquarters to our regional and field offices to better serve local communities. And smaller teams of staff have been located in communities to bring our services closer to the people we serve. We continually evaluate where to place our staff and resources to best serve our customers.

Much of our work is driven by population and industrial centers. Ecology's four regional offices are located in the major population centers of Spokane, Yakima, Lacey, and Bellevue. Nuclear Waste employees are located in Richland, close to the Hanford Nuclear Reservation. Because Ecology business needs require staff to be located in other geographic areas also, we have small offices in Bellingham, Vancouver, Wenatchee, Walla Walla, and Winthrop.

### Risks, Uncertainties, and Opportunities

Our facilities goals are:

- Facilities are located close to workload drivers and the people served to reduce travel time and our carbon footprint, and to provide efficient customer service.
- High quality buildings are in safe locations to aid staff recruitment and retention.
- Green facilities are owned or leased to reduce energy and resource consumption.

Our business needs include:

- Laboratory and chemical storage.
- Storage for field gear and equipment.
- High speed data connections.
- Parking for visitors, employees, and state vehicles, including oversized trucks, boats, and trailers.

We face some challenges when we try to meet Ecology's facility goals and unique business needs in leased facilities. Leasing facilities often requires expensive tenant improvements that do not fully meet our needs, and leave us at the end of a lease with no assets for our investments.

Ownership allows us to effectively meet business needs, and still meet statewide facility goals. In the next several years, we will be examining opportunities to move toward ownership for our Northwest Regional Office, currently located in Bellevue.

Two of the buildings we own are reaching an age that will require large preservation investments beginning in the 2015-17 biennium. For the Lacey building, a number of electrical, mechanical, and interior components are at end-of-life and will need to be replaced. The Spokane building also needs to be expanded to provide adequate laboratory and storage space to efficiently support our business needs. These projects are in the planning phase at this time with the hope that the work can be done in the 2015-17 biennium.

The leased facility in Yakima has a number of drawbacks, including security and maintenance concerns and insufficient programmatic space for specialized equipment and storage. Ecology is currently in the process of selecting an alternative leased facility through the Department of Enterprises Services Real Estate Division with oversight from the Office of Financial Management. Our goal is to relocate to a new facility by July 1, 2015, which corresponds to the end of the lease term on the current property.

In the past, Ecology has experienced considerable swings in budget and staff levels. If Ecology shrinks significantly in the future, vacant space will be consolidated within each facility and made available for tenant agencies. Ecology continues to look for opportunities to share space in our facilities; we house multiple state, federal, and local government organizations within our buildings across the state. If Ecology experiences another growth spurt, more field offices may be needed to provide space for staff in strategic locations. These would be leased facilities and co-located with another agency or local government, if possible.

### **Agency Contact**

Bob Bergquist  
Administrative Services Director  
[Bob.Bergquist@ecy.wa.gov](mailto:Bob.Bergquist@ecy.wa.gov)  
360-407-7012

## Information Technology Capacity

---

Ecology's Information Technology (IT) Services Office provides information technology resources and staff to support Ecology's business. One challenge for the 2015-2017 biennium is attracting and retaining employees in the IT competitive job marketplace. We believe we can meet that challenge and implement the strategies below.

### Goals

- Leverage information technology to support Ecology goals.
- Provide online access to improve public access to Ecology information.
- Improve the efficiency of Ecology staff.

### Strategies

- **Support Ecology's science-based decision making.**
  - Provide computer resources using both internal platforms and external cloud-based platforms.
  - Improve enterprise search capability for improved collaboration.
  - Make the most of opportunities to use location-based data and Geographic Information Systems.
- **Continue our data integration strategy.**
  - Develop applications to provide easy access to data from other enterprise applications and databases.
  - Integrate our internally developed applications with purchased applications, either Commercial Off-The-Shelf software (COTS) or with Software as a service (SaaS).
- **Increase our online presence with the public.**
  - Make our data accessible via [data.wa.gov](http://data.wa.gov) and [geography.wa.gov](http://geography.wa.gov), in addition to the Ecology website.
  - Provide online blogs and presence in social media, for example, Facebook and Twitter.
  - Increase online forms capabilities for Ecology permits.

- **Increase access to increase efficiency.**
  - Continue to analyze Ecology needs around mobile computing for field use.
  - Update security infrastructure and policies to accommodate mobile computing.
  - Upgrade our wireless infrastructure.
  - Invest in information management systems (including email management systems).
  
- **Continue maturing our IT infrastructure.**
  - Use information lifecycle best practice methods to expand networked storage and maximize benefits from our storage investments.
  - Update backup and recovery technologies to speed both backup and recovery times.
  - Update SharePoint infrastructure to accommodate growth.

### **Agency Contact**

Debbie Stewart  
Chief Information Officer  
[Debbie.Stewart@ecy.wa.gov](mailto:Debbie.Stewart@ecy.wa.gov)  
360-407-7048

## Human Resources Capacity

---

### Goal

- Ecology has a highly skilled, engaged, and diverse workforce to protect, preserve, and enhance Washington’s environment for current and future generations.

### Strategies

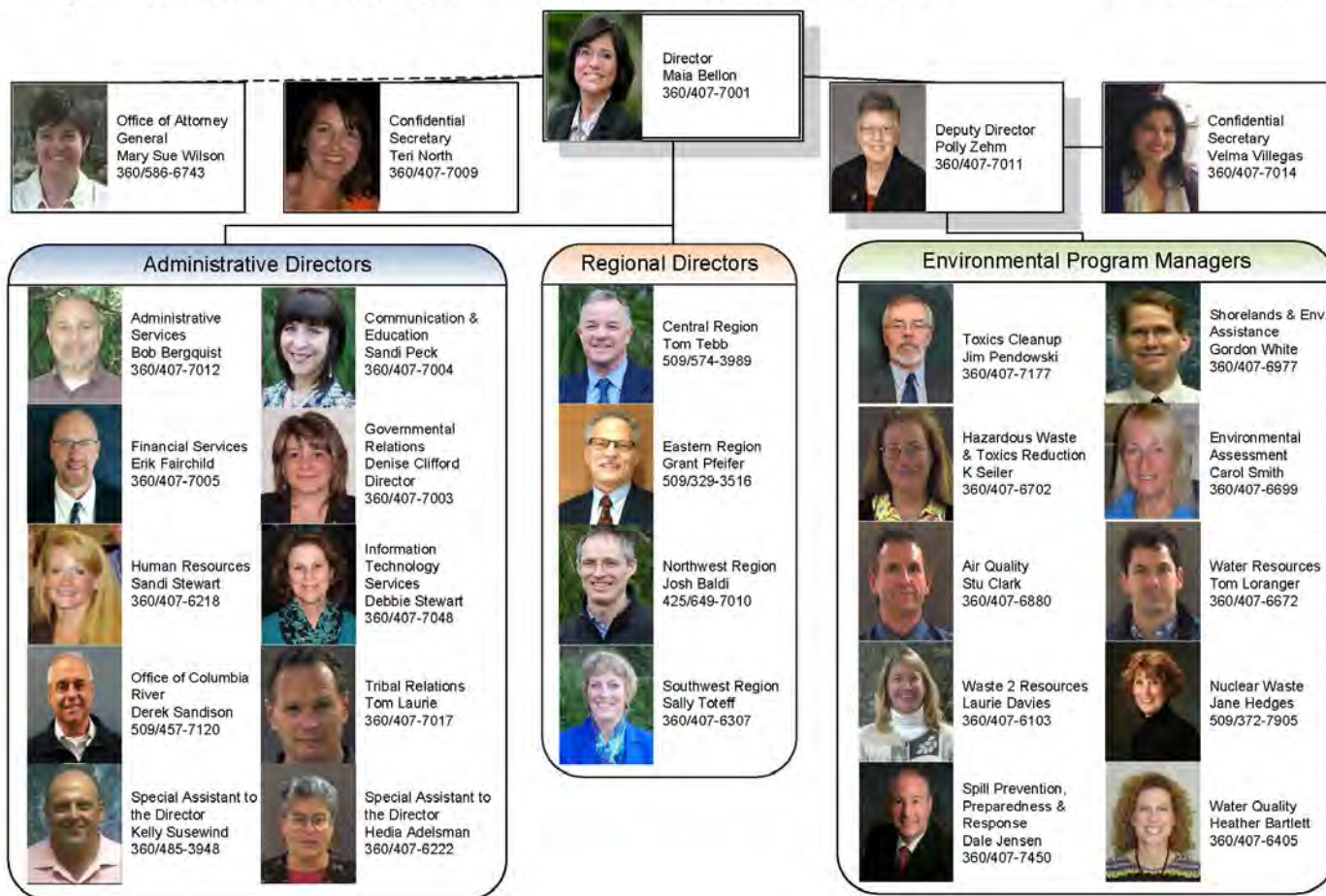
- Build proactive partnerships with colleges, universities, professional associations, and other community-based organizations to expand and enhance our recruitment of new talent.
- Re-tool the recruitment process with consulting services that are aligned with business sustainability and succession planning objectives and goals.
- Integrate workforce planning into program level planning so we can build depth in the knowledge, skills, abilities, and behaviors that drive organizational success.
- Update and enhance our supervisor and manager training program, including a new curriculum to promote employee engagement and meet the challenges of a changing workforce.
- Promote and support behaviors that build a culture of respect, recognition, and feedback.

### Agency Contact

Sandi Stewart  
Human Resources Director  
[Sandi.Stewart@ecy.wa.gov](mailto:Sandi.Stewart@ecy.wa.gov)  
360-407-7048

# Organization Chart

## Department of Ecology – Executive Management



## How to Contact Ecology

### Ecology Headquarters & Regional Offices

#### Headquarters

300 Desmond Drive SE  
Lacey, WA  
360-407-6000

Mailing address:  
PO Box 47600  
Olympia, WA 98504-7600

**Northwest Regional Office**  
3190 160<sup>th</sup> Avenue SE  
Bellevue, WA 98008-5452  
425-649-7000

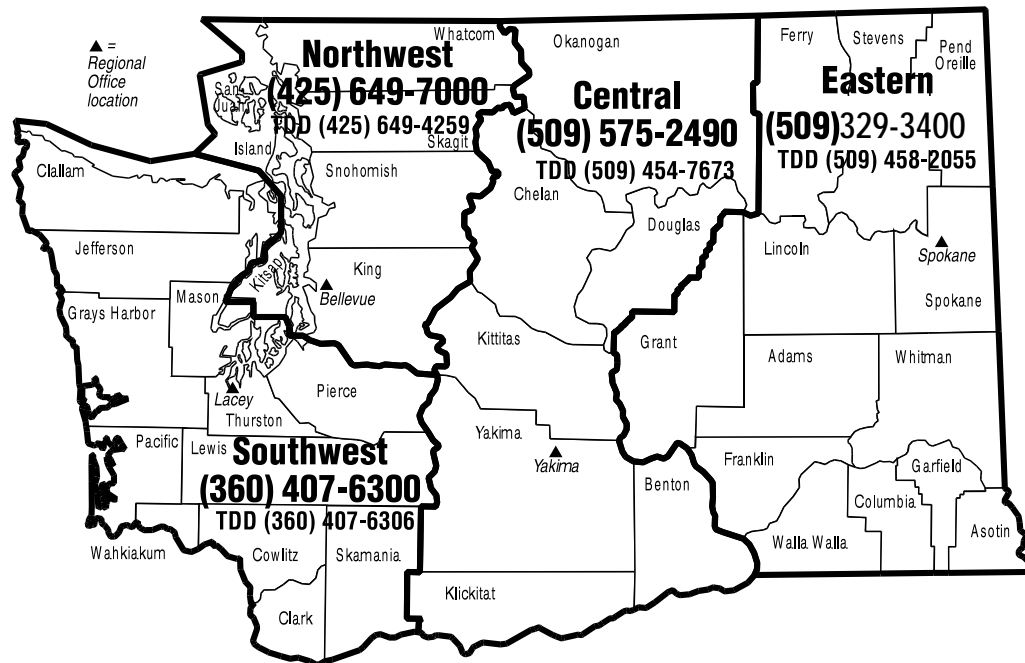
**Southwest Regional Office**  
300 Desmond Drive SE  
Lacey, WA  
360-407-6300

Mailing address:  
PO Box 47775  
Olympia, WA 98504-7775

**Central Regional Office**  
15 West Yakima Avenue, Suite 200  
Yakima, WA 98902-3452  
509-575-2490

#### Eastern Regional Office

N. 4601 Monroe Street, Suite 202  
Spokane, WA 99205-1295  
509-329-3400



## Ecology Field Locations

### **Bellingham Field Office**

1440 10th Street, Suite 102  
Bellingham, WA 98225-7028  
360-715-5200

### **Vancouver Field Office**

2108 Grand Boulevard  
Vancouver, WA 98661-4622  
360-690-7171

## Ecology Program Locations

### **Richland Nuclear Waste Office**

*Ecology Nuclear Waste Program*  
3100 Port of Benton Boulevard  
Richland, WA 99354-1670  
509-372.7950

### **Padilla Bay National Estuarine Research Reserve**

*Ecology Shorelands and Environmental Assistance Program*  
10441 Bayview-Edison Road  
Mt. Vernon, WA 98273-9668  
360-428-1558

## Ecology Limited Purpose Locations

*Staff available by appointment only in these offices.*

### **Office of Columbia River**

303 S. Mission Street, Suite 200  
Wenatchee, WA 98801  
509-575-2490 (Yakima Reception Desk)

### **Manchester Environmental Laboratory**

7411 Beach Drive E  
Port Orchard, WA 98366  
360-871-8800

### **Methow Valley**

134 Riverside Avenue  
Winthrop, WA 98862  
509-996-8273

### **Walla Walla Water-Master Office**

Walla Walla Community College  
500 Tausick Way  
Walla Walla, WA 99362  
509-329-3400