A Plan for Protecting Washington's Waters

Water Quality Program
Strategic Plan

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Strategic Planning Process
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Forward

Perhaps no other state in the nation has the ecological diversity of Washington. With that ecological diversity in mind, our water resources reflect the extremes. From the rain forest climate with over 140 inches of rain per year to the desert climate where some areas average 7 inches per year, our diverse water resources present a management challenge to the Water Quality Program.

Along with ecological diversity, rapid population growth is presenting difficult technological, financial and social challenges to natural resource managers. Our growing population's impact on water resources ranges from increased demand for potable water to increasing levels of pollution.

With these challenges and ever-increasing complexities of water quality laws and regulations, difficult priority choices must be made by the Water Quality Program. The Governor's Commission on Efficiency and Accountability in Government concluded that the Water Quality Program was in "constant whitewater", referring to the multiple demands being placed on the Program by industry, environmental groups, the legislature, the Environmental Protection Agency, business groups, agricultural interests and others.

This strategic plan is meant to provide a clear direction for the Water Quality Program over the next 18 years. It is a statement of intent, developed by over 150 staff and management of the Program. Like any strategic plan, it must be a "living document" subject to revision as the political, social, fiscal and scientific environment changes. However, the goals and objectives identified in the plan provide for a foundation upon which resource allocation decisions will be made.

As the goals and objectives were identified and refined, we kept in mind the limited resources available to the program. The goals and objectives were developed in as realistic a way as possible to allow the Program to immediately implement the plan in the next state biennial budget period beginning July, 1993.

The demands on the staff of the Program are immense. The current permit universe of over 1000 will be growing to over 10,000 within 2 years. Building a partnership with local government to manage stormwater will become an increasing workload. Our continued efforts to protect human health from toxic pollutants will demand more complex and sophisticated technical capabilities. Nonpoint pollution from timber operations, agriculture and urban activities must be elevated in priority if we are to address existing and future degradation of surface and ground water.

Perhaps the most important theme of this plan is the stark realization that Ecology can not do it all. We must educate and inform the public on how they can contribute to the solutions of our water quality problems. We must work with local government and the regulated community to provide more technical assistance and innovation, rather than rely solely on command and control techniques. In general, we must refocus on the **ends** rather than the **means**.

As we come to the end of the 20th century, it will be an opportunity for society to look back over the last 100 years to reflect on the vast improvement in the human condition. However, we must also reflect on the impact that our technology and population growth has had on the natural environment on which our existence relies. We must have a multi-generational ethic to assure that the world we pass on to future generations is in better condition than what we inherited.

Our challenge as professionals in environmental protection has never been greater. We will always be in whitewater. Now we have a map and a paddle.

Michael T. Llewelyn, Manager
Water Quality Program

I. Introduction

Water quality protection is the foremost goal of the Water Quality Program of the Washington State Department of Ecology. Approximately 160 people located in Lacey headquarters and four regional offices around the state carry out the programs goals and objectives. Program responsibilities are numerous and diverse and have increased dramatically over the last several years. Notable examples would be the addition of nearly 45 staff devoted to nonpoint source pollution control in the last six years, and 45 positions coming from implementation of the Puget Sound Water Quality Management Plan.

The Washington State Department of Ecology, under the guidance of past-Director Christine Gregoire, initiated an agency-wide strategic plan in 1991. All programs within the agency were to develop a strategic plan to build on the Environment 2010 vision. Environment 2010 was an extensive public process to establish a broad vision for the environmental future of the state. Ecology's strategic planning process is translating that vision into specific goals and objectives.

A strategic plan is defined as a comprehensive planning document that reflects the longer-term needs and directions of an organization. Strategic planning is the process that an organization would go through to determine the major goals of the organization and define the strategies needed to achieve the goals. Strategies propel the organization toward the ultimate goal through a logical progression of actions. In strategic management, or managing according to a strategic plan, all the organization's resources are focused on the strategies to achieve the long-term goals. In a sense, the strategic plan is the road map Ecology will use to move from broad goals to concrete success.

The Water Quality Program embraced this opportunity. With the Program's increasing responsibilities, increasing expectations, and knowledge that the future will only bring more water quality problems, strategic planning is a proactive tool in water quality management. The strategic plan defines where we want the water quality of the state to be in 2010 and articulates specific objectives to move toward our 2010 vision.

We recognize that the Program can't accomplish our strategic plan in a vacuum. The goals and objectives of our plan fit into the larger Ecology strategic plan. There are many critical links between the Water Quality Program and other Ecology programs. We also recognize the essential interrelationships the Program has with our stakeholders. Stakeholders are agencies, governments, organizations, industries or

others that also have a stake in water quality. Without involving and cooperating with all our stakeholders, we will not reach our goals.

The strategic plan is the foundation for operations planning which takes place every two years (biennial plan). Strategies that have been laid out in the plan will translate into specific tasks (at the two year level initially). These tasks will serve as the foundation for the biennial plan.

In order to meet our goals, we must regularly monitor and evaluate our progress. The plan will need to reflect meeting our shorter term objectives and our expanded scientific/technical base. Evaluation of the plan will occur every two years to coincide with the biennial planning process.

II. Program Mandates and Functions

Mandates:

The Water Quality Program (WQP) is guided by three major program mandates. These mandates are state and federal water pollution laws, and a comprehensive management plan that serve as the foundation for the current water quality programs administered by the WQP.

- The State Water Pollution Control Act provides for the control and prevention of pollution of streams, rivers, lakes, ponds, marine waters and other surface and ground waters of the state.

- The Puget Sound Water Quality Management Plan was developed to restore and protect the biological health and diversity of Puget Sound. The WQP implements major sections of the plan. The plan seeks to prevent and reduce the effects of pollution in Puget Sound waters, sediments and shorelines.

- The Federal Clean Water Act is implemented by the WQP. Using federal Environmental Protection Agency (EPA) grants, annual agreements and state funds, the WQP: develops and implements surface and ground water quality standards, conducts monitoring and assessment activities, implements the National Pollutant Discharge Elimination System (NPDES) permit program for all dischargers except federal agencies, administers nonpoint source programs, and participates as a co-manager of the Puget Sound Estuary Program.

In order to implement our mandates, the Program is divided into several major program functions. The current structure of the Program accommodates the major functional areas. The majority of the program planning and support activities occur at the headquarters office in Lacey. The regional offices are where implementation of the programs and policies take place.

Functions:

A permit system is what Ecology uses to regulate the pollutants discharged to surface or ground water from municipal and industrial wastewater facilities. Direct discharges to surface waters or stormwater are regulated using NPDES permits. EPA delegated the program to Ecology to manage. Discharges to land and indirect discharges to sanitary sewer systems are regulated

using State Waste Discharge permits. Currently $14.5 million is collected from fees every two years to fund all activities except enforcement. With the future addition of a stormwater permit program, this figure will increase. We also manage a Municipal Treatment Plant Operator Certification program.

The WQP controls nonpoint sources through a combination of programs that address the multiple nonpoint sources. These would include developing Best Management Practices (BMP's), guidance and technical assistance for local governments in Puget Sound to implement stormwater programs. We develop, implement and coordinate ground water quality protection programs within Ecology and among other agencies. Nonpoint source control programs addressing agricultural impacts, forest practices, and watershed planning are developed and implemented by the program, including rule adoption and enforcement, cooperative agreements, technical assistance, guidance development and education. The WQP also enforces regulations for surface and ground water quality standards from nonpoint sources and provides technical assistance.

The program addresses larger water quality planning, policy and implementation issues. Responsibility for management planning and implementation for large basins in the state, specifically Puget Sound and the Lower Columbia River, rests within the program. The WQP develops and adopts state water quality standards for surface and ground water and classifies waterbodies. Water quality assessments are performed and action is taken on waterbodies that are out of compliance with standards.

Other Program responsibilities include: water quality standard modifications for mosquito control and aquatic plant management, evaluating alternative strategies for water pollution control, developing and implementing a data management system for waste discharge permits, training permit managers, developing general permits, controlling underground pollutant discharges (underground injection control), and water quality related complaint tracking and response.

III. Structure of the Strategic Plan

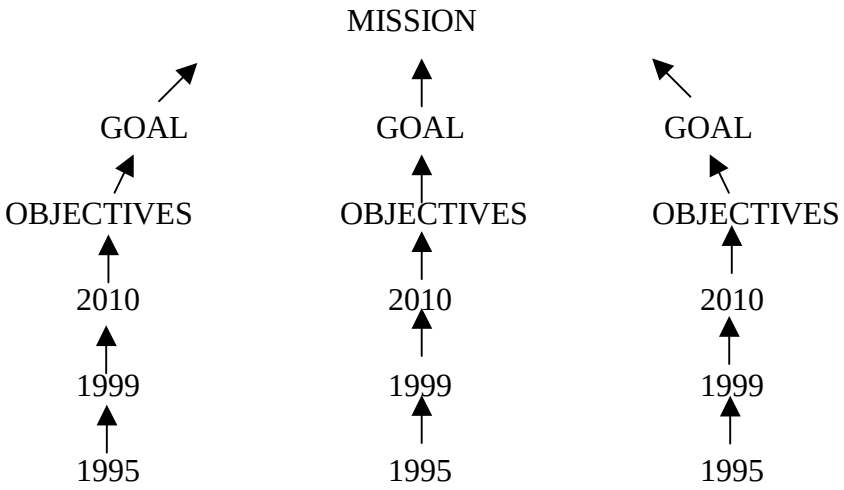
Very early in the strategic planning process the Water Quality Program Management Team (PMT) determined the purpose of the strategic plan. The purpose of the strategic plan is to establish a common direction to promote clean water while being responsive to the public. The common direction would include a clear set of goals, strategies, priorities, accountability, measures of success and resource allocation.

The strategic plan is guided by a mission statement. The mission statement was derived from the legal mandates for the program, the Ecology Mission Statement, the vision statement that was developed for Environment 2010, and input from management and staff. The strategic plan is a clear set of strategies that allow the Program to reach its mission. All activities that the Program undertakes support the Mission.

The next level of detail in the strategic plan are the goals. Our strategic plan has five goals. The goals set direction for how to achieve the mission. Each of the goals is a major category of activity without which we would not reach the broad goals of the plan. The goals are general and often represent idealistic states we strive to reach in the future.

For each goal an 18 year strategy has been developed to achieve that goal. These strategies are broken down into 1995 (2 year), 1999 (6 year) and 2010 (18 year) objectives. An objective is defined as a statement of measurable results that contributes to achieving the goals. Objectives can often be more tangible than goals and are action oriented. The key words would be action and results.

Each objective (1995, 1999, and 2010) "feeds" the next years objectives. The objectives are chronological. That is to say that a 1995 objective feeds or supports a 1999 objective, which in turn supports a 2010 objective. Another way to look at it is that certain activities will have to occur in 1995 before other activities can occur in 1999. The strategies build on one another.



For the highest level of accountability and success, each objective has a corresponding success measure. The success measure answers the question: How will we determine if this goal has been achieved? It will be measurable and verifiable. A verification measure helps to identify the source of the information that can prove that we have achieved the objective.

Another important consideration in strategic planning are obstacles that would keep us from achieving our objectives. To achieve ultimate success, obstacles are identified and overcome. Success is often based on how well obstacles have been considered and effectively eliminated.

IV. Water Quality Program Mission

"The mission of the Water Quality Program is to protect, preserve, and enhance Washington's surface water and ground water quality, and to promote the wise management of our water for the benefit of current and future generations."

To accomplish our mission we have established five goals. The goals are the foundation of our strategic plan and are composed of two main areas of focus. The first is external to the program. It focuses on water quality of the state. Recognizing that many internal factors must be in place to help us reach these external goals, the second set of goals are internally focused.

Water Quality Goals with an External Focus:

Three of our program goals focus on ways to achieve water quality standards and maintain high water quality in the future.

- Protect, preserve and enhance the quality of the state surface and ground water.
- Prevent the generation of pollutants.
- Achieve a water quality stewardship ethic and an educated public.

Internal Water Quality Goals:

Recognizing that there are essential internal needs that must be met in order for the Program to achieve our external goals, other program goals address internal management and staff related issues.

- Have integrated, useable and accessible information management systems including essential environmental and management information.
- Be a well-managed organization with a high quality, professional and committed team.

These goals set the foundation for the strategic plan. The following chapters explain the philosophy of the strategic plan and the specific strategies/objectives to meet each goal.

V. Water Quality Goal

"Protect, preserve, and enhance the quality of the state surface and ground waters."

Goal Intent:

The water quality goal focuses on management of the state's water quality. This goal is considered to be our highest priority. In a sense, the other four goals actually support this goal. The goal is divided into three main objectives:

- managing pollution with a basin-wide approach
- managing nonpoint source pollution, and
- managing point source discharges.

This goal stipulates a holistic basin management program as the uniting umbrella over all Water Quality Program activities. It is also recognizes that under the basin management umbrella, the Water Quality Program will continue to need to implement strong core point and nonpoint programs. By the year 2010, it envisions that all basins in the state will be managed holistically. All sources will be accounted for and all planning and implementing efforts will coincide with basin management plans. Each of the three objectives will be discussed individually.

Basin Management Background:

A piecemeal approach to protecting the quality of the state's waters simply has not worked. More waterbodies have more water quality problems. Nonpoint source pollution has joined point source pollution as a known contributor to water quality degradation. Population in Washington continues to grow, putting pressure on the water. Water quality needs far exceed the resources available to meet those needs. Clearly the direction and priorities in water quality protection must shift.

To protect water quality in the future, and to best use limited resources, the Water Quality Program will develop and implement a holistic basin management approach. The basin management program will integrate both point and nonpoint sources of pollution. Many existing Water Quality Program initiatives will be integrated into the planning program. Extensive stakeholder involvement must occur to ensure a comprehensive program to meet all needs.

This would include other Ecology programs, other state and federal agencies, and other entities with a stake in clean water. Basins in the state must be evaluated and prioritized to focus resources.

Over time, programs within Ecology have been developed to meet specific needs and have, to a large extent, been driven by external influences. As a result, programs function independently and seek to meet requirements established in the early stages of program development. They may not meet our most urgent water quality needs. For example, in the point source permitting area, issuing permits is driven by reissuance date. This permitting system may not relate to other program initiatives or priorities. Historically, in the nonpoint area program activity has often revolved around the pollution source or problem with the highest political attention. The highest political need may not always relate to the most urgent water quality need.

In the mid 80's the concept of managing pollution sources within a hydrologic basin became a topic, especially with nonpoint sources of pollution. Due to their subtle and pervasive nature, nonpoint sources are very difficult to trace and to treat. The Puget Sound Water Quality Authority's 1987 Puget Sound Water Quality Management Plan recommended a basin, or watershed, management program for nonpoint sources in Puget Sound.

At the federal level, Section 303(d) of the Federal Clean Water Act requires states to establish limits on the amounts of pollutants that can be discharged to waterways and still maintain its beneficial uses. These limits are known as Total Maximum Daily Loads (TMDL). To determine TMDLs, sampling and modeling are done for particular waterbodies, or basins. TMDLs, look at both point and nonpoint sources and allocate dischargers a portion of the total pollutant allocation for the waterbody. TMDLs force water managers to look at managing the whole basin.

The basin management approach attempts to address: problems associated with both point and nonpoint sources, scarce resources, integration of existing water quality programs, and future water quality needs such as Total Maximum Daily, Loads (TMDL's), or how much pollution a particular waterbody can tolerate. We feel that the holistic basin management approach is the answer to water quality protection for the future.

Point Source Background:

The purpose of the point source objectives is to control the discharge of pollutants from point sources such that water quality standards are met and the waters support their designated beneficial uses. A wide variety of industries and municipalities discharge wastewater into the waters of the state. The pollutants discharged include pathogenic microorganisms, readily degradable organic materials, persistent and bioaccumulative pollutants such as heavy metals and priority pollutant organics, and toxic inorganic chemicals such as ammonia and chlorine.

The discharge of these pollutants by point sources is controlled by the issuance, monitoring and enforcement of NPDES and State Waste Discharge permits.

The strategic plan aims at getting all point sources under appropriate regulatory control; to improve the quality and consistency of permits; and to improve the permit process through development of new regulatory strategies.

Historically, the Water Quality Program spent most of its available resources on permitting and regulating point source discharges, and in developing surface water quality standards. In recent years, the scope of the Program has expanded to include significant commitments toward ground water quality protection by adopting ground water standards, and nonpoint source pollution. In addition, the point source program has grown significantly more complex with increased emphasis on control of toxic, persistent, and bioaccumulative pollutants through effluent limits for toxics, biomonitoring requirements, and the addition of stormwater permits.

With an expanding program scope, more complex regulatory requirements, and more dischargers, the program is adopting new approaches to accomplish its goal. The plan incorporates and expands upon existing program initiatives such as the 1990 Efficiency Commission Report, the Puget Sound Water Quality Management Plan, and the 1991 Water Quality Program Wastewater Discharge Permit Action Plan.

Nonpoint Source Background:

The nonpoint source objectives aim to control nonpoint sources of pollution so that state water quality standards are met and beneficial uses are attained. Nonpoint source pollution is pollution that enters the waters through any land-based or water-based dispersed activity. Nonpoint pollution is not typically discharged through a pipe. This type of pollution originates from a variety of activities spread out over the land and water. Nonpoint pollution generated on the land is carried to waterbodies primarily by runoff. Some pollutants are discharged directly to the water from boats or other water-based sources.

Nonpoint source pollution includes pathogens (as indicated by fecal coliform bacteria), sediments, and toxicants. Because a waterbody can receive the drainage from a large land area (a “watershed”) as well as discharges directly to the water, the potential contributors to nonpoint pollution can be numerous and difficult to identify and manage.

The main focus of the nonpoint objectives is to develop a comprehensive nonpoint program which will integrate into management of pollutants in basins.

Nonpoint source pollution has only recently been recognized as a significant source of water quality problems. For many years the focus of water pollution control was on point sources, mostly from municipal or industrial facilities. Today many of the point sources of pollution in the state are being controlled through discharge permits. Nonpoint sources, however, continue to present management challenges.

Due to the diverse nature of nonpoint source pollution, it is much harder to detect and control than point sources. According to EPA, the nation's remaining water quality problems are largely attributable to pollution from nonpoint sources. Because nonpoint source pollution is essentially a by-product of human land use practices, including farming, onsite waste disposal, timber harvesting, urban stormwater runoff from construction and other urban activities, increased population in the state will increase these problems. With an imminent increase of nonpoint problems in the future, the Program is taking a proactive approach to managing nonpoint sources of pollution. An atmosphere of consensus and cooperation is needed to resolve these politically charged issues.

WATER QUALITY GOAL (WQ)

"Protect, preserve and enhance the quality of the state surface and ground waters."

2010 Objective	Success Measures
Manage and protect water quality in basins of the state using an integrated, holistic basin management program to achieve or exceed compliance with water quality standards.	* All basins are under the basin management approach. * All units of government are managing water resources consistent with basin management plans.

Obstacles

* External stakeholders, such as EPA, Puget Sound Water Quality Authority (PSWQA), etc., must agree with basin planning approach.
* Ground water protection is incorporated into basin management approach.

1999 Objective	Success Measures
Achieve partial implementation of the basin approach in basins with high priority.	* All basins have been ranked, prioritized and scheduled. * All high priority basins have plans developed.

Obstacles

* Funding sources (including Centennial Clean Water Fund) must align funding priorities with basin approach and priorities.
* Implementation of plans depend on funding and willingness of other appropriate units of government.

1995 Objective	Success Measures
Develop a comprehensive basin approach (managing both point and nonpoint sources) and begin implementation.	* PMT, agency management, other water programs, and stakeholders participate in evaluation of framework for basin management. * Define components of basin planning and determine methodology to prioritize basins statewide. * Assess data and funding needs to conduct basin planning. * Proposal to develop transition plan for NPDES permits adopted by EPA and Ecology.

Obstacles

* Basin approach must mesh with other programs strategic plans.
* Agency management must support basin management approach.
* EPA Permit Branch and other stakeholders must support basin management approach and priorities.
* Resources must be invested into nonpoint TMDL approach and basin approach integrated with NPS comprehensive strategy.
* Funding is available for program development and participation by all units of government.
* EPA funds development of transition plan for NPDES permits.

2010 Objective	Success Measures
Achieve or exceed compliance with water quality standards through management of nonpoint source pollution.	* One hundred percent of waterbodies within the state previously impacted by nonpoint source pollution are achieving their designated uses. * All nonpoint sources are under effective control and in compliance with requirements. * Implementation of control programs account for population growth. * Ground water down gradient of nonpoint source discharges is in compliance with ground water standards.

Obstacles

* Federal, state and local funding is sufficient to develop and implement a nonpoint program.
* Local government accepts the responsibility of program implementation.
* General population perceives the value of nonpoint management and commits to implementation.
* A ground water monitoring network and data management system must exist.

1999 Objective	Success Measures
Implement a strong core nonpoint pollution control program including regulatory framework, nonpoint strategy, and innovative approaches and tools.	* Nonpoint source water pollution effects and incidence are reduced by 20% compared to base year. * There are no new violations in ground water standards in sole source and aquifers due to nonpoint source discharges. * No violations of ground water standards due to nonpoint sources in 25% of critical aquifer recharge areas, well head protection areas and special protection areas. * Feedback on program implementors, such as local government, tribes and conservation districts, indicate that the core program is effective. * BMP effectiveness in protecting water quality is demonstrated and BMP application is documented.

Obstacles

* A cost effective nonpoint monitoring system is developed and funded that can fully evaluate the effectiveness of nonpoint programs.
* Data management systems must be able to provide data.

1999 Objective	Success Measures
Proactively manage nonpoint source pollution caused by increased population of the state.	* The program is proactively providing technical assistance and plan review to local entities on Growth Management Act (GMA) comprehensive plans. * Existing sewer system comprehensive plans are updated on a regular basis, especially in urbanizing areas. * Stormwater comprehensive plans are being developed by local government with Ecology approval.

Obstacles

* Funding will be made available by the legislature, or other means, to be more actively involved in growth management.
* Nonpoint control must be a high priority in local growth management act implementation.
* Sewer system plans must address nonpoint source control from inadequate onsite septic systems.

1995 Objective	Success Measures
Evaluate and revise the regulatory framework to manage nonpoint sources of pollution.	* Existing regulatory framework is evaluated, including: Water Quality Program resource availability and allocation, need for new regulations, evaluation of programs in other states, legislative strategy, etc. * Nonpoint sources, issues, approaches and needs are prioritized by developing an accurate needs assessment of waters at risk and financial resources available.

Obstacles

* Other programs and agencies will actively participate in necessary activities.
* WQP will be able to shift resources to involve Program staff in identified priorities.

1999 Objective	Success Measures
Develop a comprehensive nonpoint strategy.	* Comprehensive nonpoint strategy is approved which incorporates existing nonpoint source programs. * A lake management program is developed and integrated into the nonpoint strategy.

Obstacles

* Lake management elements in other programs are consistent with overall lake management program.

1995 Objective	Success Measures
Enhance innovative approaches, information and regulatory tools too more effectively manage nonpoint.	* BMP AKART (All Known Available and Reasonable Technology) for nonpoint is defined using existing information, and research and develop new BMP's where necessary. * Alternative approaches to the control of nonpoint sources are evaluated, including: polluter pays incentives, disincentives, general permits, alternative funding, peer pressure, creative enforcement, etc. * Monitoring and evaluation of projects is increased and a strategy and methodology for tracking and reporting is developed, including BMP tracking and other innovative monitoring recommendations are documented.

Obstacles

* Water quality data to analyze BMP effectiveness must be available, and research is available for new BMP's.
* Monitoring and evaluation must be tied to the program-wide evaluations of information management.

1995 Objective	Success Measures
Evaluate and develop tools and regulatory programs to proactively manage impacts to water quality caused by increased growth.	* New BMP's are researched and developed to allow for managing the impacts of increased growth. * Staff are actively involved in growth management related activities. * Water quality planning is included in Department of Community Development (DCD) criteria for comprehensive plans, specifically basin planning, watershed planning, stormwater planning, comprehensive sewer planning.

Obstacles

* Adequate funding for research and development is available through CCWF or other funding.
* Involvement in growth management planning is made a priority for the WQP and that water quality is a priority in growth management planning.
* We can work cooperatively with DCD to develop criteria.

2010 Objective

Achieve or exceed compliance with water quality standards through management of point source discharges.

Success Measures

* One hundred percent of surface waterbodies within the state previously impacted by point source pollution are achieving their designated uses.
* Pollutant loading for selected parameters are reduced.
* One hundred percent of permittees failing toxicity tests have achieved toxicity reduction.
* Ground water down gradient of point source discharges is in compliance with ground water standards.
* All point source dischargers under effective control and in compliance with technology based and water quality requirements.

Obstacles

* Enhanced funding and efficiency for ambient monitoring and permit management exists.
* Effective control measures including alternative strategies are understood, accepted and are environmentally protective (they work).
* Legislators and other external stakeholders accept the control strategies.

1999 Objective

Achieve significant compliance for all high and medium priority dischargers.

Success Measures

* Thirty percent of waterbodies within the state previously impacted by point source pollution are achieving their designated uses.
* There are no new violations of ground water standards in sole source aquifers due to point source discharges.
* There are no violations of ground water standards due to point sources in 25% of critical aquifer recharge areas, well head protection areas and special protection areas.
* All high and medium priority dischargers meet their effluent limitations or are under compliance schedules to do so.

Obstacles

* Priority system must be stabilized and accepted.
* Permittees over sole source aquifers have monitoring wells and will sample.

1999 Objective	Success Measures
Implement recommended alternative strategies and continue developing others.	* Backlogs are reduced and unpermitted discharges are reduced. * All priority discharges within priority planning basins are permitted.

Obstacles

* The world of unpermitted discharges must be identified.
* Pieces of the permit or control functions are successfully delegated to locals.

1999 Objective	Success Measures
Implement all identified efficiency improvements (Efficiency Commission, Quality Circle, Permit Advisory Group, etc.)	* Reduced hours per activity in workload model.

1995 Objective	Success Measures
Achieve increased quality of permits and permitting support (includes permits issued by other programs).	* Permits are consistent with permit writers manual. * Minimum numbers of Pollution Control Hearings Board (PCHB) appeals due to permit quality issues.

Obstacles

* Permit manual must be kept current.
* PCHB appeals and permit quality must be related.

1995 Objective	Success Measures
Achieve an effective compliance program.	* Percent of permittees in compliance is increased.

Obstacles

* Wastewater Permit Life Cycle System (WPLCS) must be able to give us this information.

1995 Objective	Success Measures
Allocate resources based on a permit priority system.	* Resources focused on high and medium priority discharges.

Obstacles

* A priority system is agreed on and in place.

1995 Objective	Success Measures
Continue assessment of laws and regulations for effectiveness and revise, as necessary.	* Biennial review of laws and regulations is conducted in conjunction with alternative strategies initiatives.

1995 Objective	Success Measures
Begin implementing alternative strategies.	* Alternative strategies are selected.
	Obstacles
	* External stakeholders must accept recommendations.

1995 Objective	Success Measures
Integrate the basin management approach into the point source priority system.	* Priority system modified to incorporate basin approach.
	Obstacles
	* Flexibility must be allowed by external drivers.

1995 Objective	Success Measures
Continue identifying and implementing permit management efficiencies.	* Further efficiency activities identified.

VI. Prevention Goal

"Prevent generation of pollutants"

Goal Intent:

By encouraging actions that prevent pollution from being generated, we can achieve reductions in treatment costs, intermedia transfers of pollution, and residual risks associated with "end-of-pipe" controls. A prevention approach to pollution control gives us more flexibility and capability to make significant progress toward the zero discharge goal of the federal Clean Water Act, as well as the goals of the State Model Toxics Control Act.

The Program will explore opportunities to incorporate pollution prevention into its regulatory and nonregulatory activities. We want pollution prevention to become standard business practice.

Background:

Achieving our water quality goals by relying on "end-of-pipe" controls is inefficient and costly. In other words, generating pollution and then treating it is much less desirable than eliminating pollution before it occurs. In many cases, it is easier and cheaper to eliminate the pollution source. We can accomplish this in industry and agriculture through a variety of means, including: more efficient use of raw materials, better housekeeping and land management practices, and switching to less toxic materials.

Using prevention approaches to reduce water quality impacts has additional benefits. First, it reduces the intermedia transfer of pollutants. Typically in wastewater treatment, pollutants are removed from a liquid waste, stream and converted or placed into a solid waste stream. Secondly, prevention may result in a permanent solution to an environmental problem. For instance, recycling a chemical waste, or replacing it in the production process with a non-toxic or less toxic chemical avoids the need to maintain and replace a treatment system for the waste, and prevents its release to the environment.

PREVENTION GOAL (P)

"Prevent generation of pollutants."

2010 Objective

Implement pollution prevention as a primary means of pollution control.

Success Measures

* Point and nonpoint source pollutant loading and wasteloads for discharges to ground and surface water are reduced on a per capita basis.
* Point and nonpoint influent wasteloads from industrial waste per production equivalent is reduced.
* Industrial wastes have been substituted by more environmentally acceptable waste.
* Preventive BMP use is increased.

Obstacles

* Funding for pollution prevention activities and continued education program for household hazardous waste exists.
* Source reduction methodologies must exist.
* We will need statutory authority to require pollution prevention techniques in engineering reports.
* Coordination and cross program cooperation must happen with Waste Reduction Recycling and Litter Control (WRRLC).

1999 Objective

Incorporate pollution prevention into all appropriate program plans, policies and actions.

Success Measures

* Specific elements in the program plan address pollution prevention.
* Program guidance exists for pollution prevention.

1999 Objective

Implement a dynamic technology transfer system to promote and share innovative pollution prevention technologies.

Success Measures

* Industries are requesting and receiving information from us on pollution prevention.
* Prevention technologies are developed and documented by WQP, WRRLC and industry.
* Pollution prevention publications addressing water quality are developed and distributed to stakeholders.

Obstacles

* We will need to provide adequate incentives to industries and municipalities to participate.
* Cross-program responsibilities must be clarified.

1995 Objective	Success Measures
Identify and prioritize appropriate pollution prevention activities in unit and section plans.	* Pollution prevention strategies are incorporated into unit and section plans. * Program staff have necessary training and knowledge of pollution prevention options.

Obstacles

* Funding must be available for training.
* Other programs coordinate and participate in training.

1995 Objective	Success Measures
Develop a technology transfer strategy including incorporation of cross program pollution prevention.	* Recommendations developed regarding operating and information exchange by cross program workgroups. * WQP staff are trained and understand pollution prevention strategy.

Obstacles

* Commitment and cooperation of other programs must happen.
* If training is available, staff must be interested in taking it and using the information.

VII. Stewardship and Education Goal

"Achieve a water quality stewardship ethic through an educated public."

Goal Intent:

The Water Quality Program recognizes that an educated public is integral to control of point and nonpoint sources of pollution. It is felt that a "stewardship ethic" toward water encourages people to respect water as a valuable resource. This respect translates into the desire to protect water from pollutants and maintain beneficial uses of water.

The Water Quality Strategic Plan places priority on a proactive public education program.

Background:

Education is necessary to foster public recognition of water as a state and national resources, and to stimulate public, governmental, and private sector support for the changes in lifestyle and costs associated with preserving our water resource. Unfortunately, little emphasis has historically been placed on education programs. Emphasis has instead gone to enforcement and "crisis management". While enforcement can act as an educational tool, it does not effectively correct many pollution problems which result from individual behaviors. These behaviors must be modified if we are to protect water quality for the long term.

With increased population expected by the year 2010, it will be even more important to have an educated public with a stewardship ethic. This goal attempts to target specific groups and integrate education into all Program activities.

STEWARDSHIP AND EDUCATION GOAL (ED)

"Achieve a water quality stewardship ethic and an educated public."

2010 Objective

Educate and inform Water Quality Program external stakeholders so that they are knowledgeable of water quality issues and use this knowledge to minimize their impacts on water quality.

Success Measures

* Surveys show a statistically valid increase in target group understanding of basic water quality issues and that the public has modified its behavior in a positive way.
* Fewer legal challenges to water quality laws, regulations, and control measures than in base you.
* Regulations are increasingly less prescriptive.
* Public policy decisions are based on sound environmental information and the information is communicated so that it is easily understood by all.

Obstacles

* Once people are informed they will want to modify their behavior.
* Once we get people educated, the Program drivers, i.e. PSWQA, EPA, etc., will allow us to change our framework and focus more energies on education.
* Agency education programs must be coordinated, consistent and funded.

1999 Objective

Implement a comprehensive education program to address relationships with the public, business, state, local and federal agencies, tribes and environmental groups.

Success Measures

* Discharge permit compliance is improved as measured by public and private sector.
* Fewer permits are appealed.
* More waste oil is recycled so less oil is in the water.
* Household hazardous waste is reduced so less waste is in the water.
* Voluntary compliance is improved.

Obstacles

* WRRLC education program must continue and we must coordinate.
* Citizens must have access to materials and information on household hazardous waste reduction.

1995 Objective	Success Measures
Establish direct contact with stakeholders for the purpose of improving water quality issue awareness.	* Business, industry, government officials, tribes, etc. are informed of what our Program is doing. **Obstacles** * Representatives from stakeholder groups are willing to listen and participate in survey to determine success of education program.
1995 Objective	**Success Measures**
Develop and provide sufficient informational materials, workshops, and seminars.	* Stakeholders have needed and desired water quality materials and programs. **Obstacles** * Public Information and Education (PIE), WRRLC and Waste programs coordinate and combined efforts.
1995 Objective	**Success Measures**
Develop a comprehensive water quality education plan.	* Both PIE and Program staff have clear direction, roles and responsibilities regarding education. * Program staff and management, and agency management approve plan.

VIII. Information Management Goal

"Have integrated, useable, accessible information management systems including essential environmental and management information"

Goal Intent:

This goal seeks to achieve organizational effectiveness by providing decision makers access to, and encouraging the use of, comprehensive, reliable and accurate information. The program's information management goal will be accomplished when management decisions and staff actions are based on information that accurately reflects real conditions and trends.

Background:

Rapid changes in information technology and an increasing sense of environmental urgency have fueled the expectations of stakeholders, the public, and Ecology staff that our decisions and actions should be based on "real-time" environmental information. It is through information management that we can know our capabilities, recognize competing social interests and, most importantly, allocate resources based on the reduction of environmental and human health risk. Environmental advocates and polluter industries alike are utilizing arguments to support their positions which require increasing levels of sophisticated data gathering and analysis by state, local and federal governments. Compounding the pressures placed on information management is the need to do more with less.

Gathering, maintaining and making sense out of information is costly. In the recent past the, Program has made a sizable investment in hardware, software and personnel in an attempt to catch up with information demands. Even with that investment additional resources will be required to service the information needs of water quality protection, both monitoring and assessment information and data management needs.

INFORMATION MANAGEMENT GOAL (IM)

"Have integrated, useable and accessible information management systems including essential environmental and management information."

2010 Objective

Use comprehensive, reliable and accurate environmental information systems to manage water quality.

Success Measures

* "Real-time" environmental information is available and used for management decisions and staff actions.
* Electronic "real-time" environmental information is available to other governmental agencies and the public.

Obstacles

* Resources must be available for environmental information needs.
* WQP and agency upper management must use and support data.

1999 Objective

Assess and revise, as necessary, information needs and WQP information systems.

Success Measures

* WQP Information Management Plan is revised to meet WQ future information needs and the plan is approved and integrated into agency Information Resources Management (IRM).

1999 Objective

Improve data collection efficiencies and integrity and stabilize existing information management systems so that they are accessible to all.

Success Measures

* Environmental data are electronically transferred.
* Database improvements are made with 98% accuracy of data elements and 50% increase in volume of data.
* Accessibility of information management systems helps staff do their job.

1999 Objective

Integrate IRM plan and existing WQP databases with other Ecology and state agencies systems.

Success Measures

* From their desks, WQP staff access other program and agencies databases.

Obstacles

* Other agencies must have budgets and the desire to accommodate integration.

1999 Objective	Success Measures
Implement a comprehensive surface and ground water quality monitoring and assessment program.	* Fifty percent of waterbodies are monitored and assessed. * For the basin approach, monitoring and assessment data is available when needed. * Data is used to help prioritize and schedule basins and allocate resources. * Data is used for feedback to evaluate success of strategic plan objectives.
	Obstacles
	* Ambient monitoring program and use of externally generated data must be expanded. * Tracking and reporting system must be in place. * Strategic plan evaluation actually can be tied to the environmental assessment.

1995 Objective	Success Measures
Implement WQP information systems needs assessment and continue integrating existing WQP information management systems.	* Eighty five percent of the program Information Management Plan (IMP) is implemented. * Key external stakeholders are satisfied with WPLCS outputs. * Consensus is achieved on systems definitions, conceptual design of WQP information management systems is completed, and feasibility study is completed with decisions.
	Obstacles
	* Sufficient resources must be obtained to fully implement IMP.

1995 Objective	Success Measures
Implement Phase II and III of WPLCS transition plan.	* Phase II and III WPLCS designed, documented and constructed. * WPLCS Phase II and III users manuals developed and staff trained.

1995 Objective	Success Measures
Establish and implement policies and procedures for information management, including quality assurance (QA) procedures	* Staff trained and utilize policies and procedures. * New QA procedures adopted and staff are trained. * All elements have 90% accuracy. * Complete daily backups for all WQ databases with off-site storage.

1995 Objective	Success Measures
Develop users manuals and tram users to existing WQP systems.	* Manuals developed and staff are trained.

1995 Objective	Success Measures
Integrate existing systems and acquire software integration packages for access to other program and external data systems, institute information transfer and standardize data definitions.	* Software packages are evaluated, acquired, and available to assist in making environmental decisions. * WQP data sets are standardized and documented. * Daily monitoring reports (DMRs) and other requested information are transferred electronically. * Ground water quality data is integrated into Water Resources ground water data management system. * Permit fee information is integrated with Financial Planning Support Services. * WQP planning tools are integrated with agency planning and budget tools.
	Obstacles
	* Other Ecology programs must cooperate. * Water Resources Program must be able to store our data.

1995 Objective	Success Measures
Review data assessment programs and develop a comprehensive strategy.	* Comprehensive strategy is developed.
	Obstacles
	* Cooperation of EPA, Environmental Investigation and Laboratory Services (EILS), PSWQA, Tribes, and local government must exist.

1995 Objective	Success Measures
Integrate monitoring and assessment strategy into WQP information systems.	* Systems are modified to accommodate monitoring and assessment information. * Information is readily accessible to management and staff.
	Obstacles
	* Resources and technical capabilities must exist.

IX. Organizational Effectiveness Goal

"Be a well-managed organization with a high quality, professional and committed team."

Goal Intent:

Organizational effectiveness through quality management and professional services, and through effective external and internal relationships enhances program effectiveness.

The first theme of this goal is enhancing decision making processes and communication at all levels and rewarding and supporting professional service through staff development and support. This goal combines three ideas that were first articulated by management and were supported by staff. The three ideas are:

- have a human resources program that values employees as a high quality, professional and committed team
- be effective, efficient, productive and accountable, and
- be a well-managed organization.

The second theme of this goal is to enhance the effectiveness of the Water Quality Program by achieving and maintaining the best possible internal and external relationships. This goal is based on the assumption that many other entities have an interest in water quality protection and use, and by promoting strong relationships, they will help us accomplish our mission. This goal also considers the competing, needs of our stakeholders and the desire to balance their needs.

Background:

During strategic planning outreaches, staff commented on needed improvements to decision infrastructure and communication throughout the organization. The need for human resource development activities to reward and support staff was a prominent theme. Some comments received indicate a need for clearer and more formalized process of management decision making; at the same time greater responsibility for individual decision making is increasingly becoming a need to the lowest levels of the agency. Hence, a degree of trust throughout the organization is needed to support decisions made at either end of the management ladder.

Solutions to these dilemmas includes elements of recognition and encouragement for staff productivity and accountability. Findings within the Efficiency Commission Study on the Wastewater Discharge Permit program provide a basis for several actions that directly relate to management, staff development and efficiencies in program operations.

A theme of effective relationships also materialized during management discussions and staff outreach. The need to effectively communicate internally, and to work with external stakeholders cooperatively for water quality protection was a high priority. Originally the "relationship" theme was captured in a program goal. During the program retreat it was suggested that "relationships" were actually a part of the tools a well-managed organization uses to achieve its goals. Hence, effective external and internal relationships is a sub element of the organizational effectiveness goal.

Inherent in this "relationships" theme is the need to balance protection and enhancement of the environment with wise use and management of the water resource. Objectives have been developed to identify and address stakeholders competing needs.

ORGANIZATIONAL EFFECTIVENESS GOAL (OE)

"Be a well-managed organization with a high quality, professional and committed team."

2010 Objective	Success Measures
Achieve an effective and efficient program with a human resources ethic.	* The Water Quality Program is perceived to be effective and efficient by external and internal groups. * Staff feel empowered, productive and satisfied in their work, and they share a common goal.

1999 Objective	Success Measures
Operate the Water Quality Program effectively and efficiently consistent with the Strategic Plan.	* Water Quality Program goals are evaluated each biennium to determine if they need to be modified to meet the program's mission. * Water Quality Program activities are tied to its biennial plan. which is prepared in direct support of the mission and goals. * Water Quality Program resources are allocated based on priorities that reflect the mission and goals. * A computerized system must be in place that integrates program biennial plan and strategic plan.

1999 Objective	Success Measures
Operate from an approved and accepted Water Quality Program Human Resources Management Plan.	* The WQP provides aggressive recruitment and hiring, staff recognition and rewards, training and career advancement, and employee advocacy. * There is a formalized point of contact at the personnel office and a program liaison position is established and occupied.
	Obstacles
	* The Program must be able to accommodate added human resources workload.

1995 Objective	Success Measures
Develop and implement a Human Resources Management Plan.	* A plan is complete and includes provisions for recruitment and hiring, staff recognition and rewards, career advancement and training, and employee advocacy. * Staff, management and personnel office support the plan. * Training opportunities are identified and prioritized by job classification or position, and individual need.
	Obstacles
	* Program resources must be available. * There must be strong coordination with Ecology personnel office.

1995 Objective	Success Measures
Refine and implement WQP planning, tracking and evaluation systems.	* Budget, planning and evaluation systems are integrated for all WQP related activities. * Roles and responsibilities are established for planning and evaluation process.
	Obstacles
	* Other programs must cooperate for system integration.

1995 Objective	Success Measures
Prioritize program resources and direction as outlined in the program mission, goals and strategic plan and allocate resources accordingly.	* A set of criteria for resource prioritization and allocation is established based on program mission and goals with support from other water programs. * Resource prioritization decisions are defensible, supportable and are compatible with current law/regulative intent. * Staff get the resources and tools they need to accomplish program priorities.

Obstacles

* To be most effective, the Water Quality Financial Assistance Program (WQFAP) must participate and support priority decisions.

1995 Objective	Success Measures
Continue evaluation of PMT decision making process and PMT function and implement corrections to improve capabilities.	* Decision-making process is formalized and articulated from Program Manager and PMT to staff. Agency management decision making model is used as the foundation. * Agency and program values are articulated, understood and applied by staff. * Criteria are established to determine which issues warrant PMT involvement.

Obstacles

* Policies must be effectively communicated.

2010 Objective	Success Measures
Achieve effective external and internal relationships for water quality management.	* The WQP role in water quality protection is known and associated with effective service delivery. * The WQP is perceived by other agency program as the leader in Ecology water quality initiatives. * Program staff know who their customers are and what they want and need. * The Water Quality Program image with fee payers is that we are reasonable, rational and that they get proper service.

Obstacles

* Stakeholders must be viewed as a legitimate player in water quality protection and have meaningful input into WQP initiatives.

* Ecology programs dealing with water issues must effectively communicate and coordinate.
* Program management and staff must adopt and support a customer service ethic.

1999 Objective

Develop and maintain programs and relationships that address balancing protection and enhancement of the environment which results in wise management of the water resource, and meets interested party needs.

Success Measures

* The Program is recognized by stakeholders as being fair.
* The Program can successfully compete with the private sector in the delivery of services.
* All major decisions can demonstrate that environmental protection has been balanced with meeting stakeholders needs.

Obstacles

* Stakeholders must be meaningfully involved in water quality policy development.
* The Program must adopt a service ethic and competitive governmental approach.
* Procedural factors must be flawless.

1995 Objective

Develop a plan to address partnership with stakeholders and identification of all competing needs.

Success Measures

* Plan is developed in conjunction with and supported by a stakeholders advisory group.
* Program staff having greater knowledge of stakeholders needs as a result of the plan.

Obstacles

* Select stakeholders will want to be involved in plan development.

1995 Objective

Develop a service-oriented delivery plan as the focal point of WQP operations emphasizing collaborative negotiation.

Success Measures

* Service plan is developed by Program staff.
* Command and control attitude is diminished.
* Program staff are trained in collaborative negotiations.
* Service plan activities are completed on schedule.

Obstacles

* Program staff must understand the importance of integrating collaborative negotiations into daily program activities.
* Successes are shown using non-command and control measures.
* Customers must be identified, prioritized and service delivery is planned for each group.

X. Appendices

Appendix A

The Planning Process

The strategic plan for the Water Quality Program was envisioned to be an important direction setting document by both Program staff and management. As a result, the direction from management was to involve Program staff in plan development to the highest degree possible.

A Strategic Planning Task Force (PTF) was appointed by the Program Management Team (PMT) to develop the plan and the process to incorporate staff input. The seven staff and one PMT member started meeting in May of 1991 through December 1991. Once the process for plan development was set, the PTF focused on staff outreach to all Program sections and regions. These outreaches preceded an all staff retreat in October.

The initial mission definition and goal setting occurred in two PMT planning retreats facilitated by a consultant. In addition to a draft mission and goals statements, the PMT began the process of identifying strengths and weaknesses, opportunities and threats (SWOT analysis) of the program. Legislative, statutory, and other drivers or mandates were also discussed.

The material from the first PMT planning retreat served as the foundation for the Program outreaches during the summer of 1991. Eight outreach meetings were held around the state to educate staff about the plan and solicit input. Products from the outreaches included discussions on program mission and goal statements, evaluations of what the Program was doing right, and initial discussions on obstacles keeping us from reaching our goals.

PMT met after the Program outreaches to revise mission and goal statements based on input from staff and to continue discussing SWOT analysis. PMT also began discussing strategies to accomplish our program goals.

The highlight of the planning effort was an all staff retreat in October of 1991. The main focus of the retreat was to use the knowledge gained from the SWOT analysis to brainstorm possible strategies to meet the program goals. Program staff met in small groups and work with staff facilitators to accomplish specific tasks and produce lists of ideas to be considered for strategies.

After the retreat, all staff comments were provided to the PMT, Water Quality Financial Assistance management and select staff, and the PTF. This group incorporate staff comments from the retreat into strategies consisting of specific objectives for each goal. This product served as the first draft of the strategic plan.

In January of 1992 small "expert" workgroups met to refine the strategies for each of the remaining 5 goals. The workgroups were led by one or more PMT members. Each group had representatives from headquarters, regions, and other programs as necessary. These workgroups were given all materials produced in the program outreaches and retreats, as well as the first draft of strategies for their goal. The groups were asked to: 1) reality check the strategies; 2) integrate existing programs into the plan; 3) begin prioritizing process and; 4) continue cross-program coordination. The documents produced by the expert workgroups served as the second draft of the strategic plan.

At this point Program staff and external stakeholders reviewed the strategic plan. Meetings were held with all Program sections and regions to discuss the content of the plan and solicit comments. Ecology's Comprehensive Planning section distributed summaries of the Water Quality Program Strategic Plan along with other program plan summaries to interested external stakeholders.

The PMT was then called upon for final revisions of the strategic plan. The PMT was charged with refining the strategic plan to reflect their concerns and the concerns of their staff. Revisions were made to the 2 year, 6 year, and 2010 objectives that comprise the strategies for each of the 5 goals. Success measures, verification of success measures, and critical factors, or obstacles affecting each objective were also finalized. External stakeholder comments were incorporated and this draft served as the third and final draft of the plan.

Appendix B

Objectives Summary

Washington Department of Ecology Strategic Plan
Summary of Objectives
STRATEGIC PLANNING AND SUCCESS MEASURES
WATER QUALITY PROGRAM
July 14, 1992

Ecology Goal: Achieve and maintain water that is healthy for all living things.		
Water Quality Program Goal: Protect, preserve and enhance the quality of the state surface and ground water.		
2010 Objective(s)	**Six Year Objective(s) (FY 93-99)**	**Two Year Objective(s) (FY 93-95)**
1. Manage and protect water quality in basins of the state using an integrated, holistic basin management program to achieve or exceed compliance with water quality standards.	1.1. Achieve partial implementation of the basin approach in basins with high priority or critical issues.	1.1.1. Develop a comprehensive basin approach (managing both point and nonpoint sources) and begin implementation.
2. Achieve or exceed compliance with water quality standards through management of nonpoint source pollution.	2.1. Implement a strong core nonpoint pollution control program including regulatory framework, nonpoint strategy, and innovative approaches and tools.	2.1.1. Evaluate and revise the regulatory framework to manage nonpoint sources of pollution.
		2.1.2. Develop a comprehensive nonpoint strategy.
		2.1.3. Enhance innovative approaches, information and regulatory tools to more effectively manage nonpoint.
	2.2. Proactively manage nonpoint source pollution caused by increased population of the state.	2.2.1. Evaluate and develop tools and regulatory programs to proactively manage impacts to water quality caused by increased growth.

3. Achieve or exceed compliance with water quality standards through management of point source discharges.	3.1. Achieve significant compliance for all high and medium priority dischargers.	3.1.1. Achieve increased quality of permits and permitting support (includes permits issued by other programs).
		3.1.2. Achieve an effective compliance program
		3.1.3. Allocate resources based on a permit priority system
		3.1.4. Continue assessment of laws and regulations for effectiveness and revise, as necessary.
	3.2. Implement recommended alternative strategies and continue developing others.	3.2.1. Begin implementing alternative strategies.
		3.2.2. Integrate the basin management approach into the point source priority system.
	3.3. Implement all identified efficiency improvements (Efficiency Commission, Quality Circle, Permit Advisory Group, etc.)	3.3.1. Continue identifying and implementing permit management efficiencies.

Strategic Plan
Objective Summary
Water Quality Program
July 14, 1992

Ecology Goal: Prevent pollution of the air, land and water before it occurs.		
Water Quality Program Goal: Prevent Generation of Pollutants		
2010 Objective(s)	**Six Year Objective(s) (FY 93-99)**	**Two Year Objective(s) (FY 93-95)**
1. Implement pollution prevention as a primary means of pollution control.	1.1. Incorporate pollution prevention into all appropriate program plans, policies and actions.	1.1.1. Identify and prioritize appropriate pollution prevention activities in unit and section plans.
	1.2. Implement a dynamic technology transfer system to promote and share innovative pollution prevention technologies.	1.2.1. Develop a technology transfer strategy including incorporation of cross program pollution prevention.

Strategic Plan
Objective Summary
Water Quality Program
July 14, 1992

Ecology Goal: Achieve and maintain statewide institutional and individual environmental awareness.		
Water Quality Program Goal: Achieve a water quality stewardship ethic and an educated public.		
2010 Objective(s)	**Six Year Objective(s) (FY 93-99)**	**Two Year Objective(s) (FY 93-95)**
1. Educate and inform Water Quality Program external stakeholders so that they are knowledgeable of water quality issues and use this knowledge to minimize their impacts on water quality.	1.1. Implement a comprehensive education program to address relationships with the public, business, state, local and federal agencies, tribes and environmental groups.	1.1.1. Establish direct contact with stakeholders for the purpose of improving water quality issue awareness.
		1.1.2. Develop and provide sufficient informational materials, workshops, and seminars.
		1.1.3. Develop a comprehensive water quality education program.

Strategic Plan
Objective Summary
Water Quality Program
July 14, 1992

Ecology Goal: Develop and maintain comprehensive, reliable, and accurate environmental information.		
Water Quality Program Goal: Have integrated, useable, accessible information management systems including essential environmental and management information.		
2010 Objective(s)	**Six Year Objective(s) (FY 93-99)**	**Two Year Objective(s) (FY 93-95)**
1. Use comprehensive, reliable, and accurate environmental information systems to manage water quality.	1.1. Assess and revise, as necessary, information needs and WQP information systems.	1.1.1. Implement WQP information systems needs assessment and continue integrating existing WQP information management systems.
		1.1.2. Implement Phase 11 and III of the WPLCS Transition Plan.
	1.2. Improve data collection efficiencies and integrity and stabilize existing information management systems so that they are accessible to all.	1.2.1. Establish and implement policies & procedures for information management, including QA procedures.
		1.2.2. Develop users manuals and train users to access existing WQP systems.
	1.3. Integrate IRM Plan and existing WQP databases with other programs and state agencies systems.	1.3.1. Integrate existing systems & acquire software integration packages(s) for access to other program & external data systems, institute information transfer and standardize data definitions.
	1.4 Implement a comprehensive surface and ground water quality monitoring and assessment program.	1.4.1. Review data collection and assessment programs and develop a comprehensive strategy.
		1.4.2. Integrate monitoring and assessment strategy into WQP information systems.

Strategic Plan
Objective Summary
Water Quality Program
July 14, 1992

Ecology Goal: Achieve and maintain an effective and efficient physical and organizational infrastructure.		
Water Quality Program Goal: Be a well-managed organization with a high quality, professional and committed team.		
2010 Objective(s)	**Six Year Objective(s) (FY 93-99)**	**Two Year Objective(s) (F Y 93-95)**
1. Achieve an effective and efficient program with a human resources ethic.	1.1. Operate the Water Quality Program effectively and efficiently consistent with the Strategic Plan.	1.1.1. Refine and implement WQP planning, tracking and evaluation systems.
		1.1.2. Prioritize program resources and direction as outlined in the program mission, goals, and strategic plan and allocate resources accordingly.
		1.1.3. Continue evaluation of PMT decision making process and PMT function and implement corrections to improve capabilities.
	1.2. Operate from an approved and accepted Water Quality Program human resources management plan.	1.2.1. Develop and implement a human resources management plan.
2. Achieve effective external and internal relationships for water quality management.	2.1. Develop and maintain programs and relationships that address balancing protection and enhancement of the environment which result in wise management of the water resources, and meet interested party needs.	2.1.1. Develop a plan to address partnership with stakeholders and identification of all competing needs.
		2.1.2. Develop a service-oriented delivery plan as the focal point of WQP operations emphasizing collaborative negotiation.

Glossary

Beneficial Uses: A desirable use of water defined in Chapter 173-201 WAC.

Critical Factors: Obstacles that stand in the way of reaching goals. Essential factors without which success cannot be attained.

Goal: The result toward which effort is directed. "The Big What".

Objective: A statement with measurable results that contributes to achievement of goals during a defined period of time. (Action) A set of objectives to achieve a goal makes up the strategy for that goal.

Strategic Management: Managing an organization consistent with a strategic plan.

Strategic Plan: A comprehensive planning document that reflects the longer-term needs and directions of an organization.

Strategic Planning: The process that an organization would go through to determine the major goals of the organization and define the strategies needed to achieve the goals.

Strategies: A set of objectives that propel the organization toward the ultimate goal through a logical progression of actions.

Success Measure: Measurable, verifiable indicators of achieving a planned objective. Success measures should focus on achieving desired environmental results.

Verification: Identified sources of information or mechanisms for proving attainment of success measures.