



***Department of Ecology
Expanded Agency Transition Description***

Tier 2

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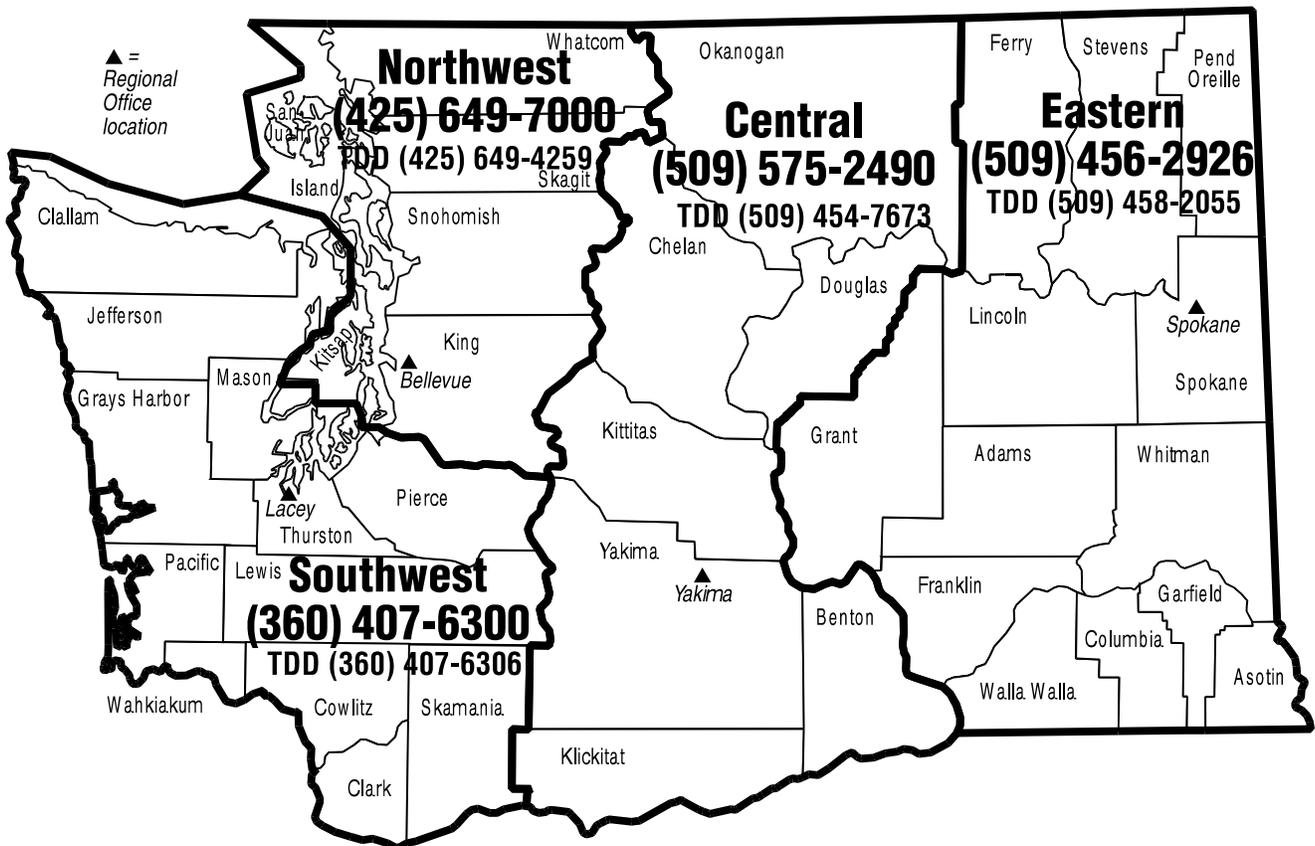


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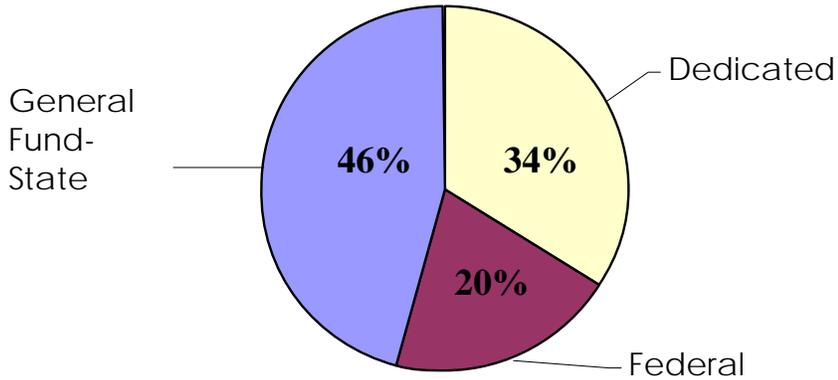
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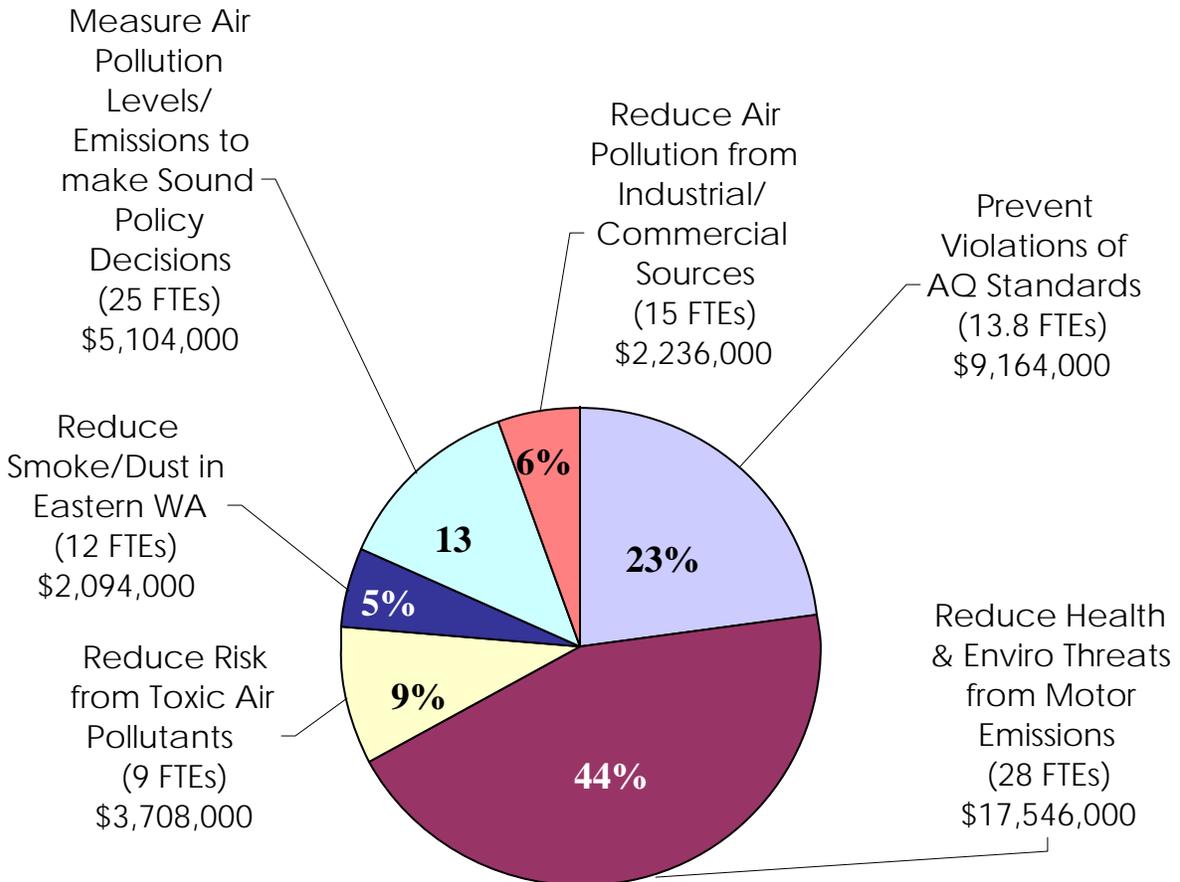
AIR QUALITY PROGRAM BUDGET

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

Dollars by Fund Source



Dollars by Activity

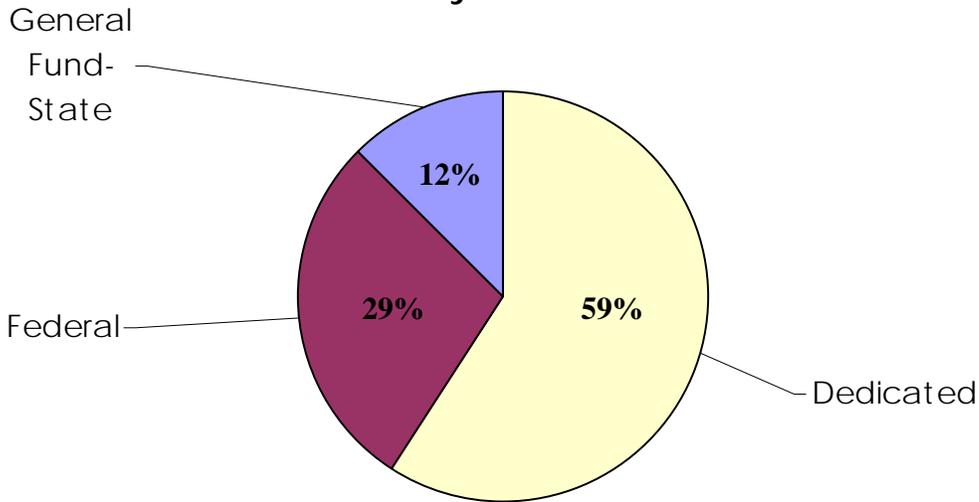


TOTAL AIR PROGRAM \$39,852,000/102.8 FTEs

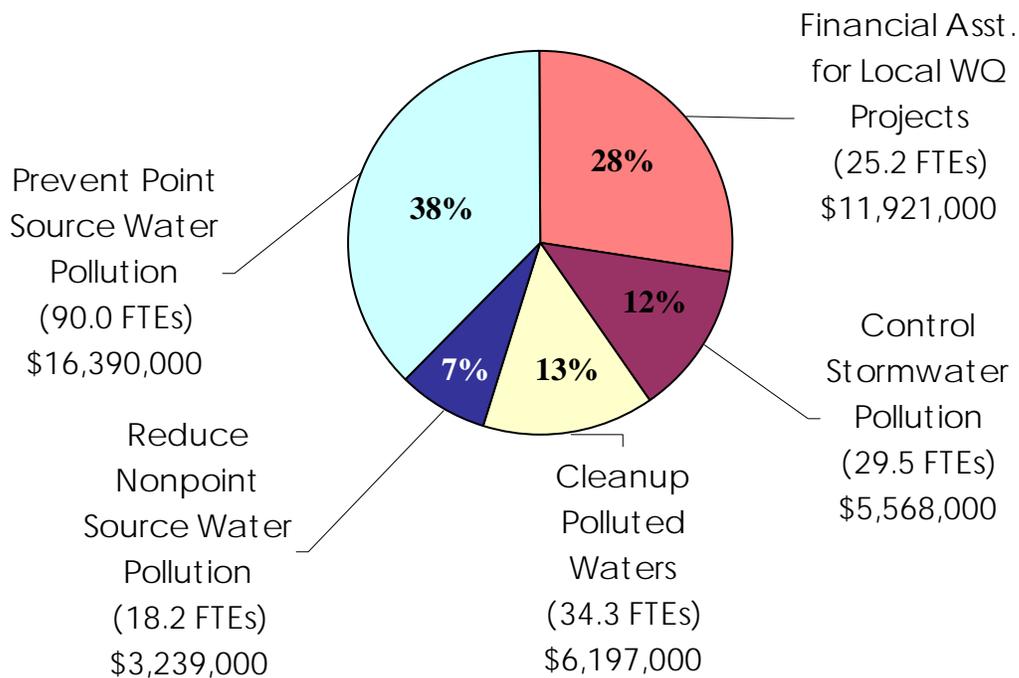
WATER QUALITY PROGRAM BUDGET

The Water Quality Program mission is to protect and restore Washington's waters. The agency objective is to improve water quality.

Dollars by Fund Source



Dollars by Activity

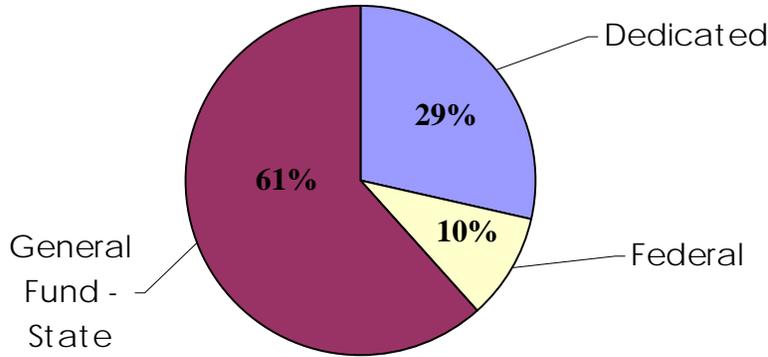


TOTAL WATER QUALITY PROGRAM \$43,315,000/197.2 FTEs

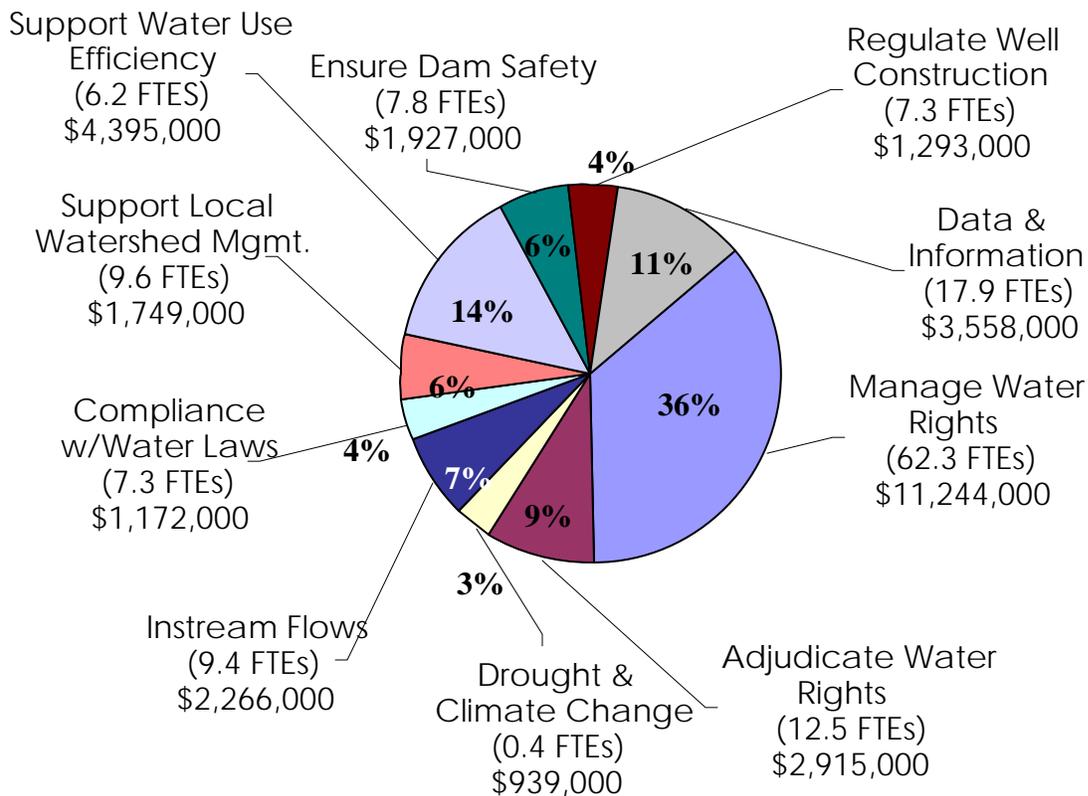
WATER RESOURCES PROGRAM BUDGET

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

Dollars by Fund Source



Dollars by Activity

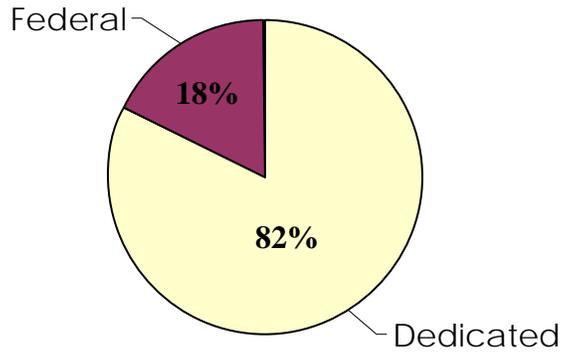


TOTAL WATER RESOURCES \$31,458,000/140.7 FTEs

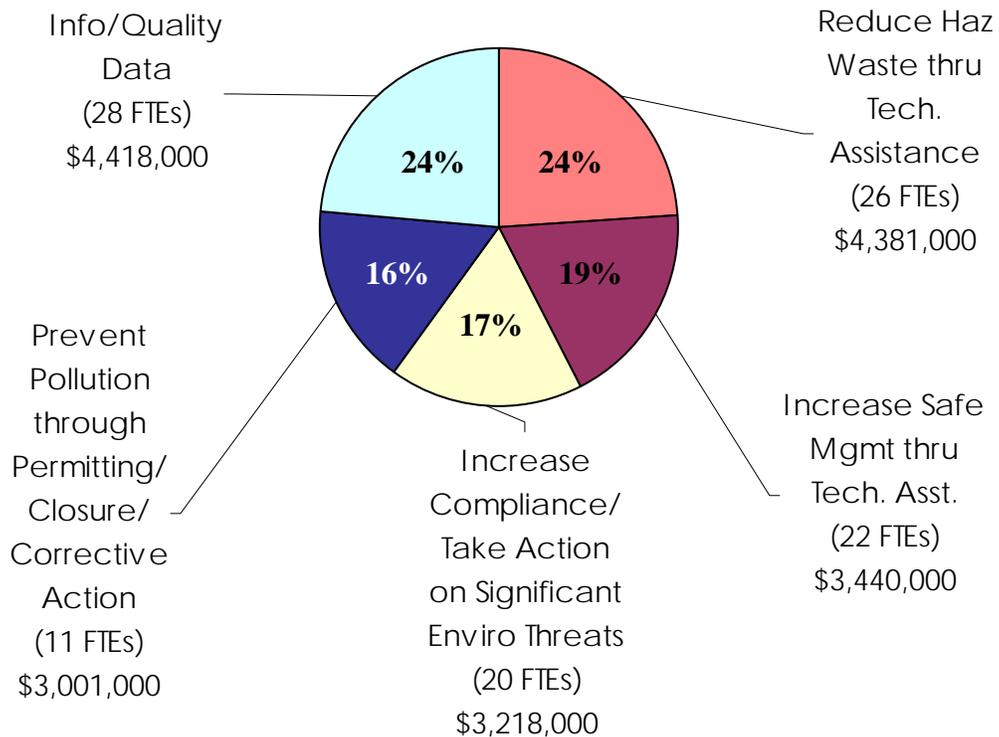
HAZARDOUS WASTE AND TOXICS REDUCTION PROGRAM BUDGET

The Hazardous Waste and Toxics Reduction Program's mission is to foster sustainability, prevent pollution, and promote safe waste management. The agency objective is to reduce and manage hazardous wastes.

Dollars by Fund Source



Dollars by Activity

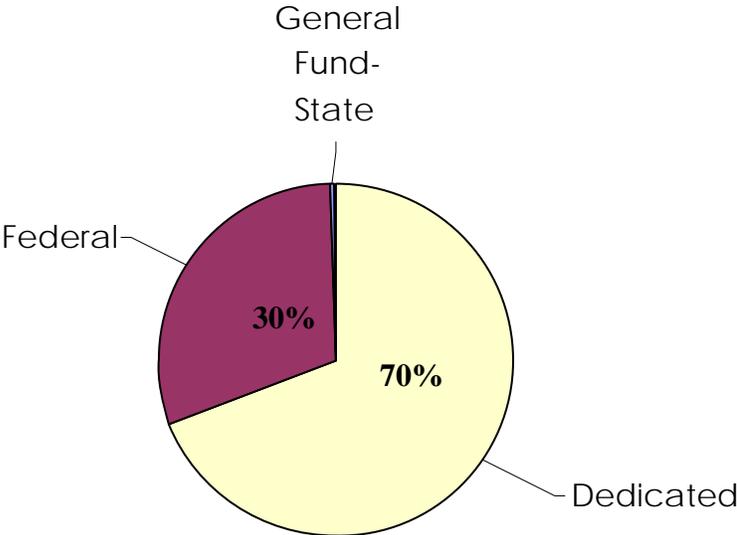


TOTAL HAZARDOUS WASTE PROGRAM \$18,458,000/107.0 FTEs

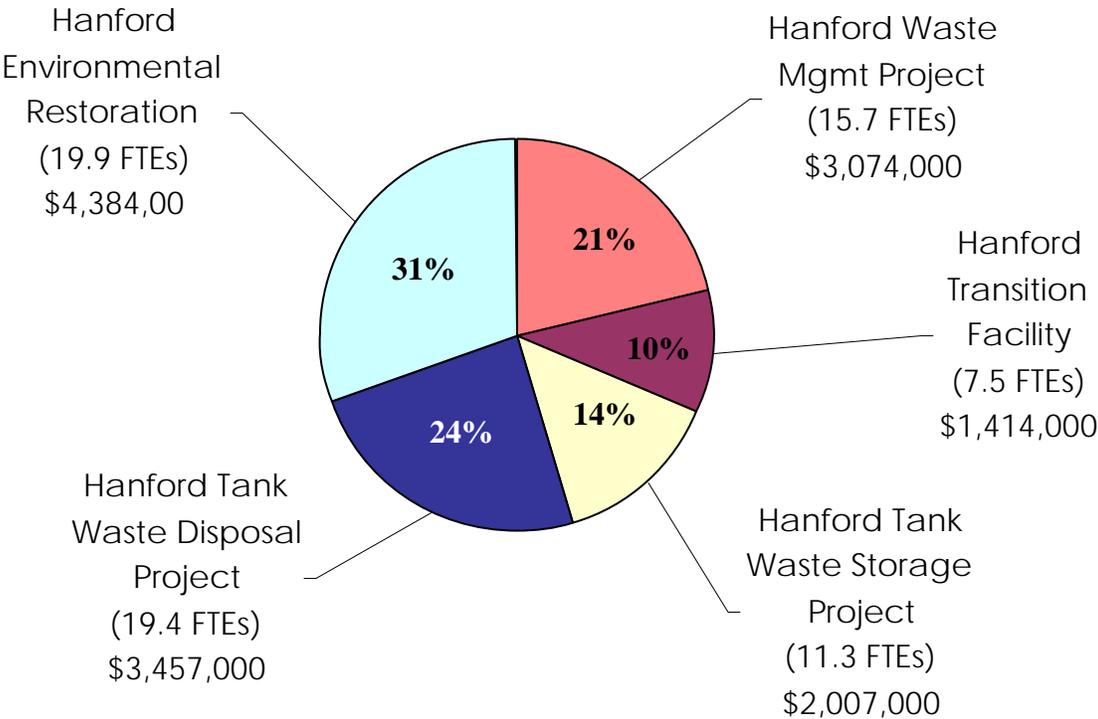
NUCLEAR WASTE PROGRAM BUDGET

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

Dollars by Fund Source



Dollars by Activity

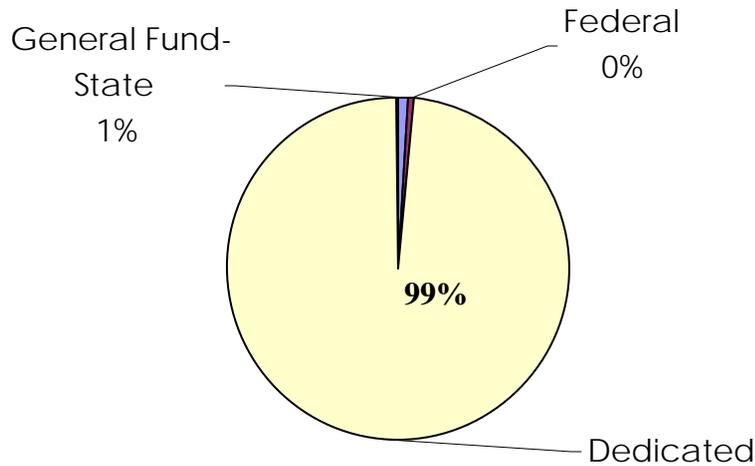


TOTAL NUCLEAR WASTE PROGRAM \$14,346,000/73.8 FTEs

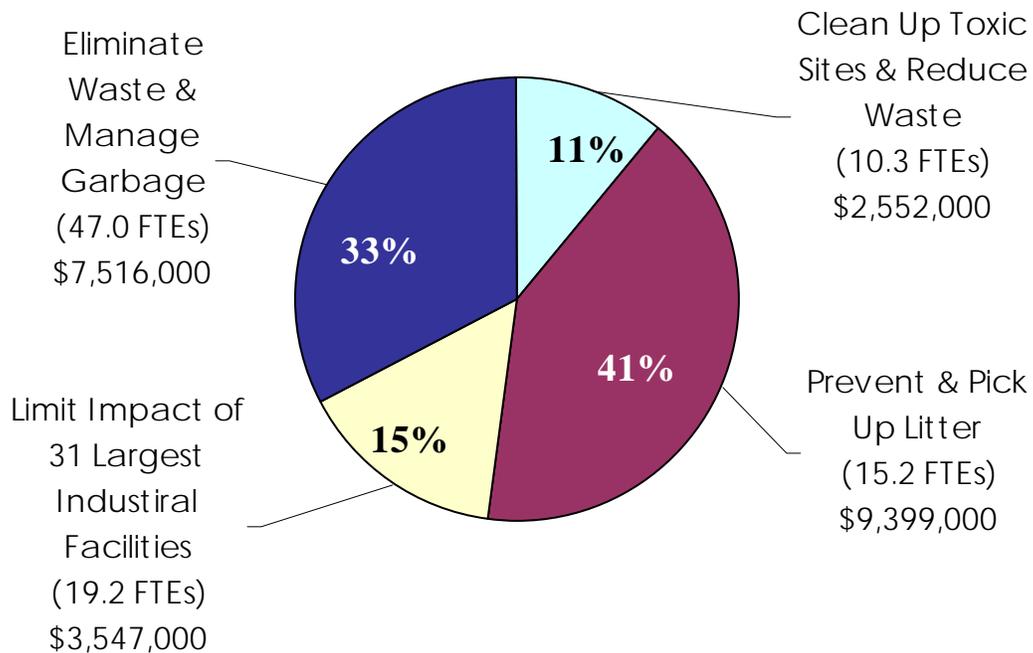
SOLID WASTE AND FINANCIAL ASSISTANCE PROGRAM BUDGET

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

Dollars by Fund Source



Dollars by Activity

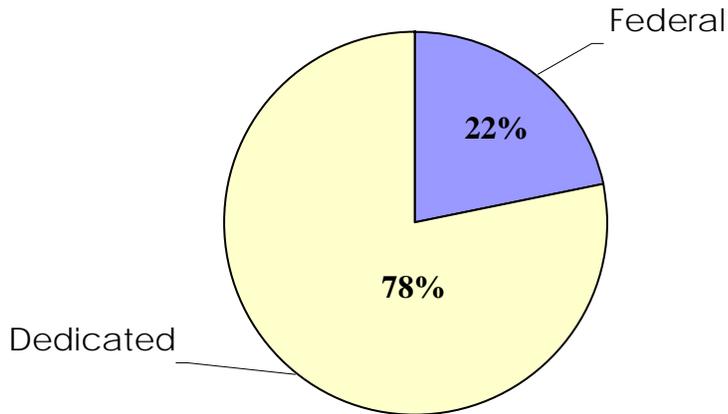


TOTAL SOLID WASTE AND FINANCIAL ASSISTANCE \$23,014,000/91.7 FTEs

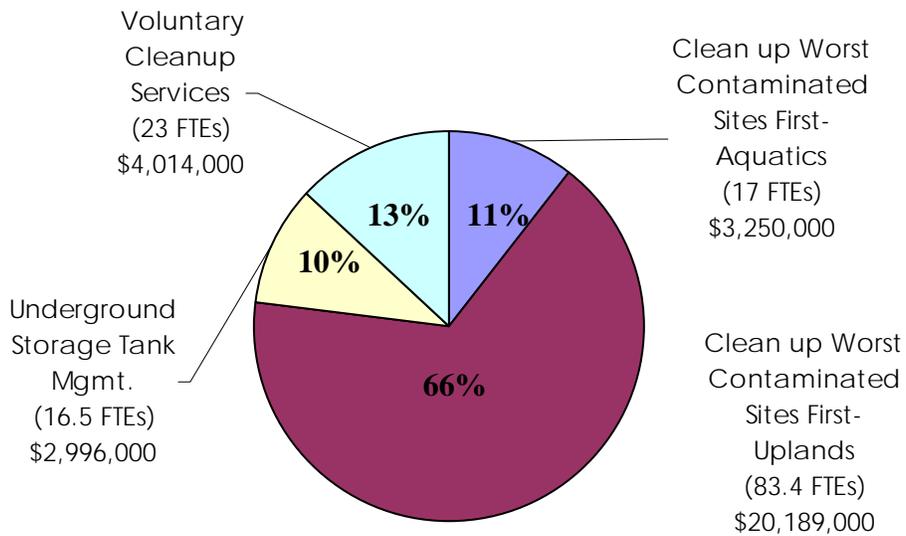
TOXICS CLEANUP PROGRAM BUDGET

The Toxics Cleanup Program mission is to get and keep contaminants out of the environment. The agency objective is to clean up toxics sites.

Dollars by Fund Source



Dollars by Activity

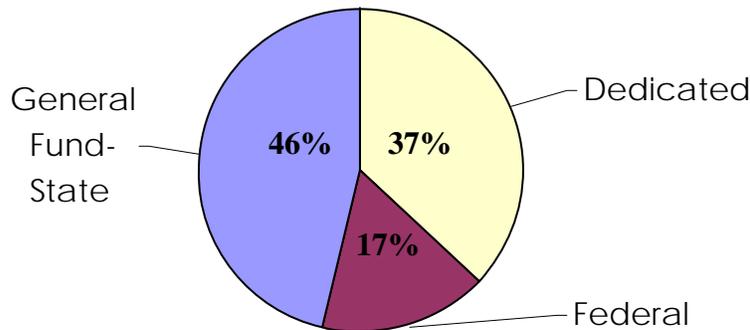


TOTAL TOXICS CLEANUP PROGRAM \$30,449,000/139.9 FTEs

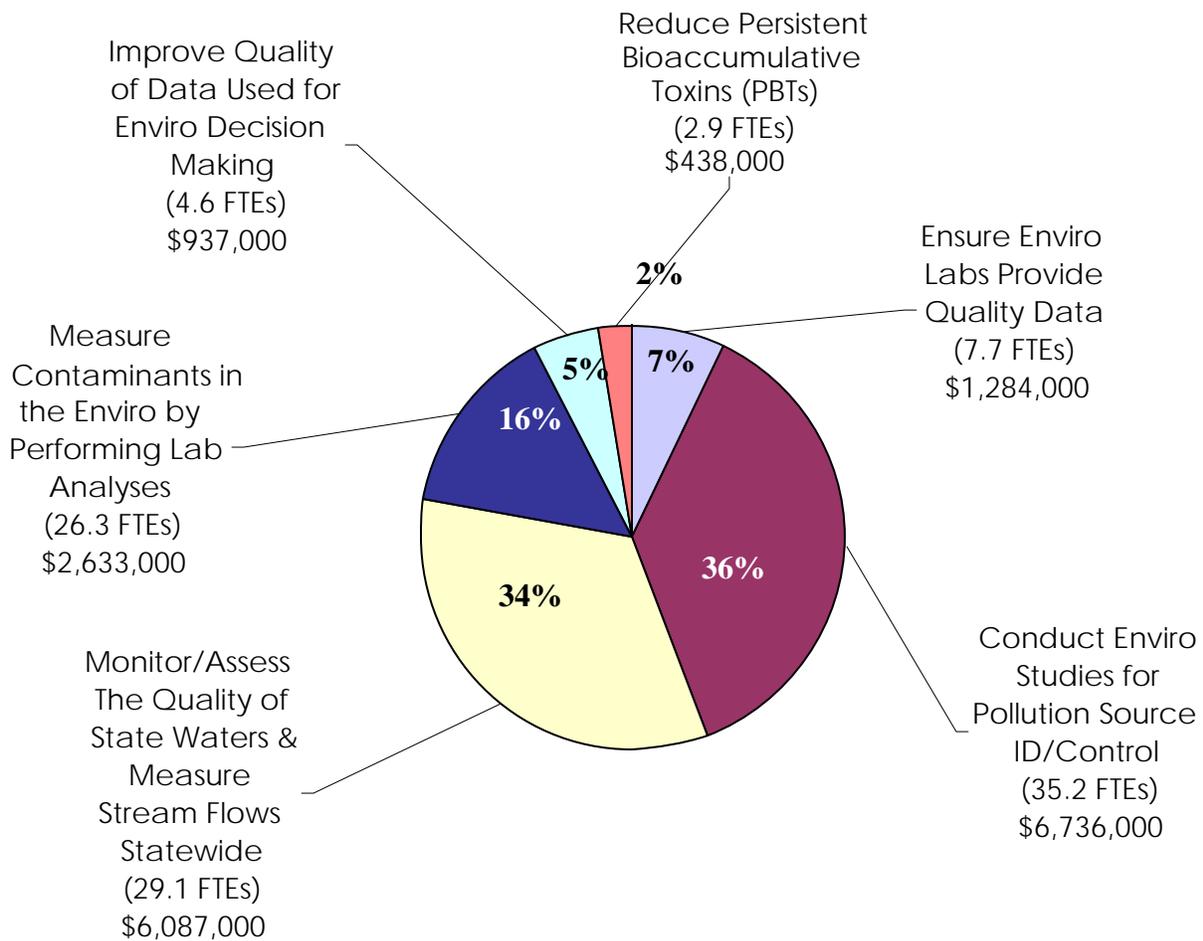
ENVIRONMENTAL ASSESSMENT PROGRAM BUDGET

The Environmental Assessment Program mission is to measure and assess environmental conditions in Washington State. The agency object is to monitor and assess environmental conditions.

Dollars by Fund Source



Dollars by Activity

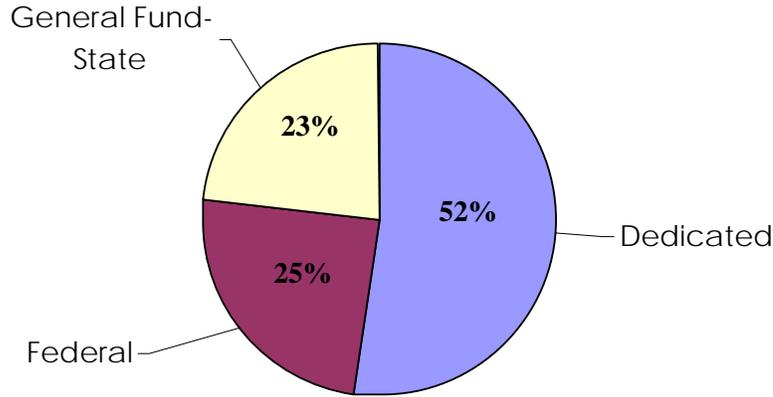


TOTAL ENVIRONMENTAL ASSESSMENT PROGRAM \$18,115,000/105.8 FTES

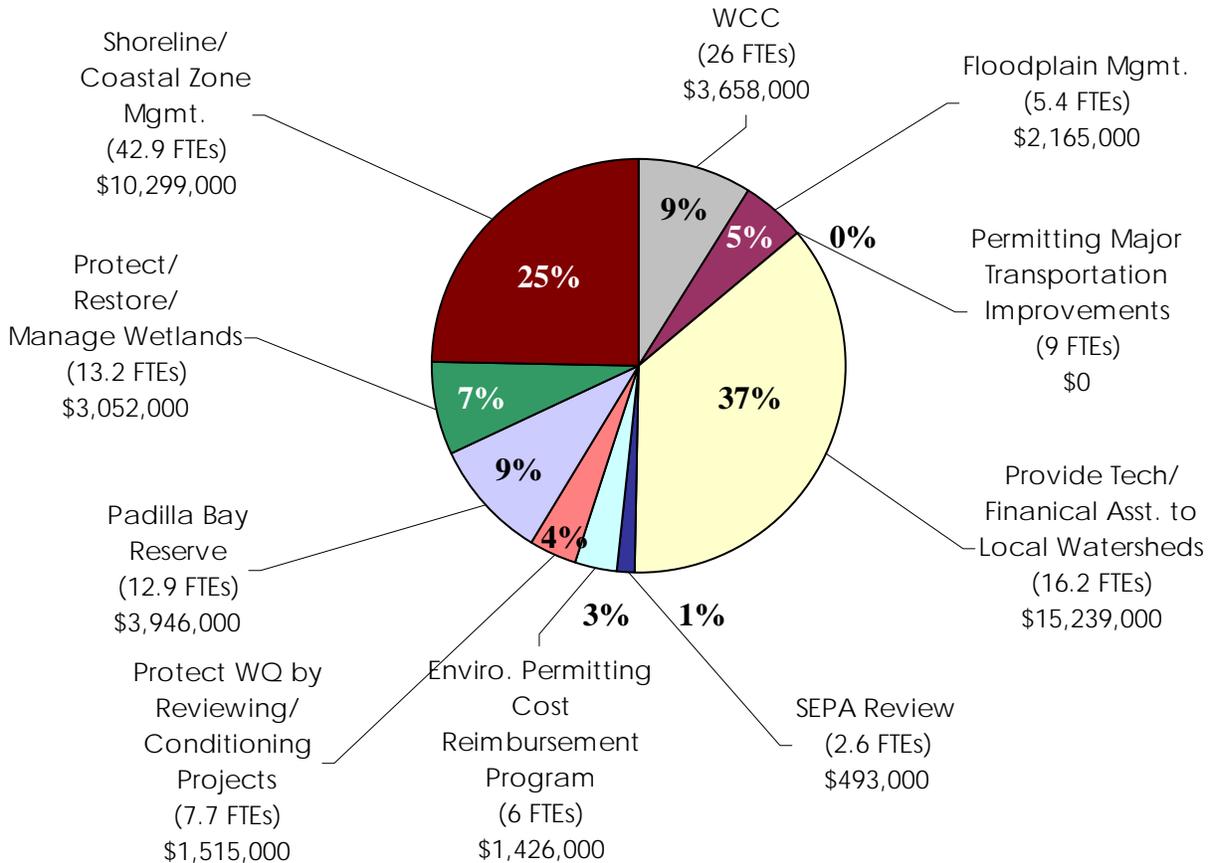
SHORELANDS AND ENVIRONMENTAL ASSISTANCE PROGRAM BUDGET

The Shorelands and Environmental Assistance Program’s mission is to work in partnership with communities to support healthy watersheds and promote statewide environmental interests. The agency objective is to protect wetlands, shorelines, and watershed health.

Dollars by Fund Source



Dollars by Activity

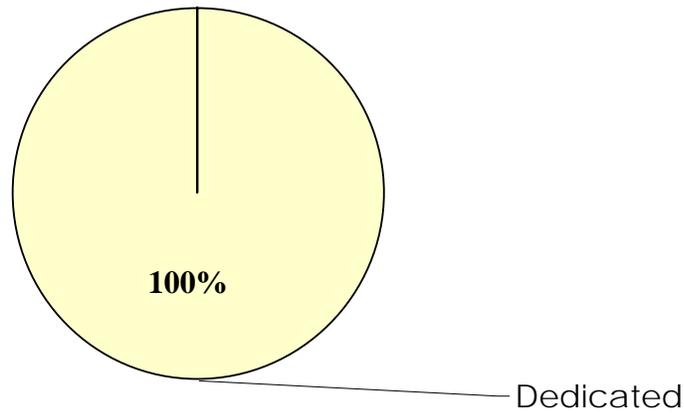


TOTAL SHORELANDS AND ENVIRONMENTAL ASSISTANCE \$41,793,000/141.9 FTEs

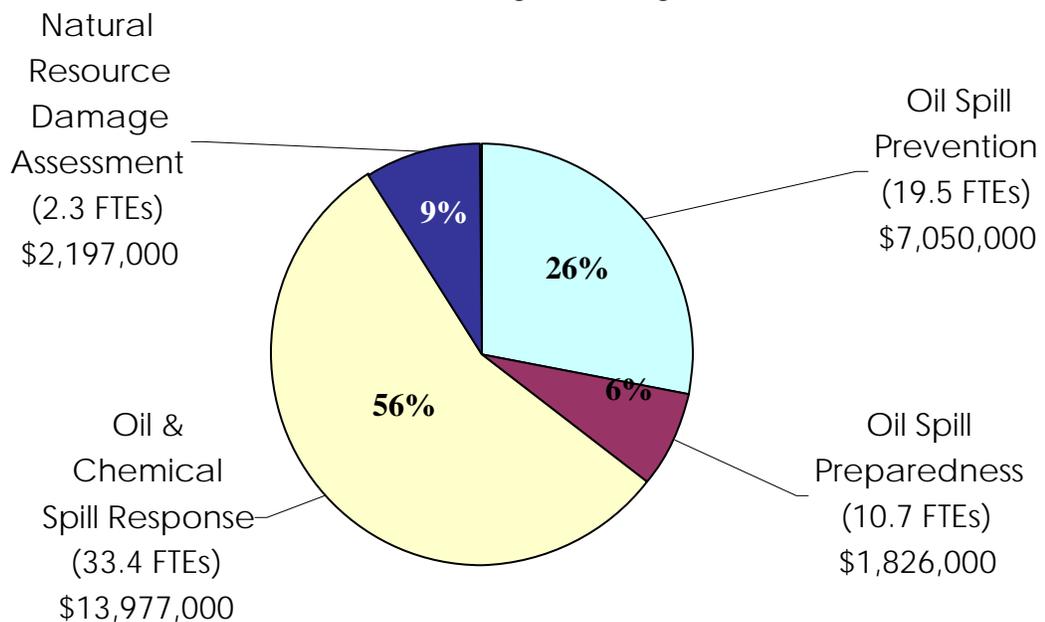
SPILL PREVENTION, PREPAREDNESS, AND RESPONSE PROGRAM BUDGET

The Spill Prevention, Preparedness, and Response Program mission is to protect Washington's environment, public health, and safety through a comprehensive spill prevention, preparedness, and response program. The Spills Program focuses on preventing oil spills to Washington waters and land and ensuring effective response to oil and hazardous substance spills whenever they occur. The agency objective is to prevent and clean up oil, hazardous spills and illegal dumping.

Dollars by Fund Source



Dollars by Activity

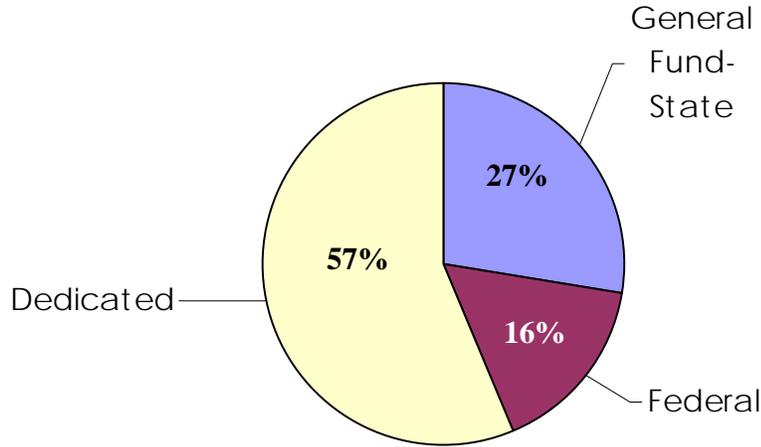


TOTAL SPILL PREVENTION, PREPAREDNESS, AND RESPONSE \$25,050,000/65.9 FTEs

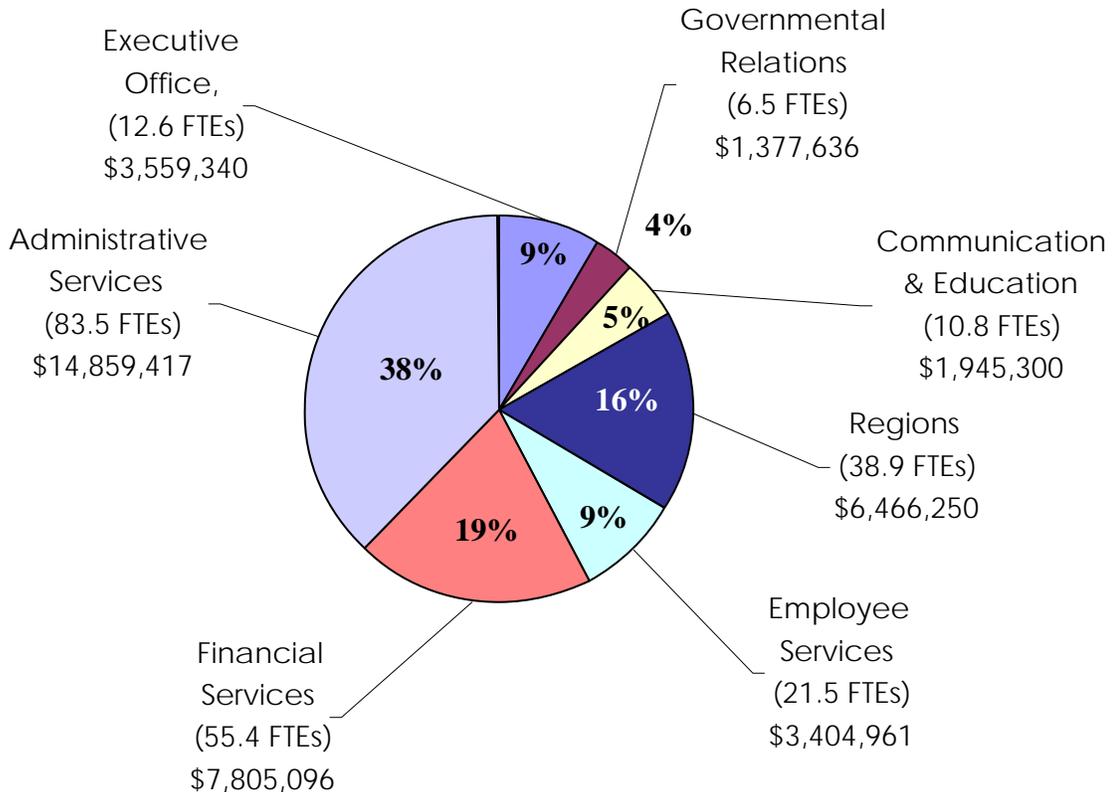
AGENCY ADMINISTRATION BUDGET

Agency Administration – The primary purpose of these internal support services is to direct and sustain the agency's effort to accomplish its mission: to protect, preserve, and enhance Washington's environment, and promote the wise management of the people's air, land, and water for the benefit of current and future generations. The agency objective is to provide efficient and effective administrative support.

Dollars by Fund Source

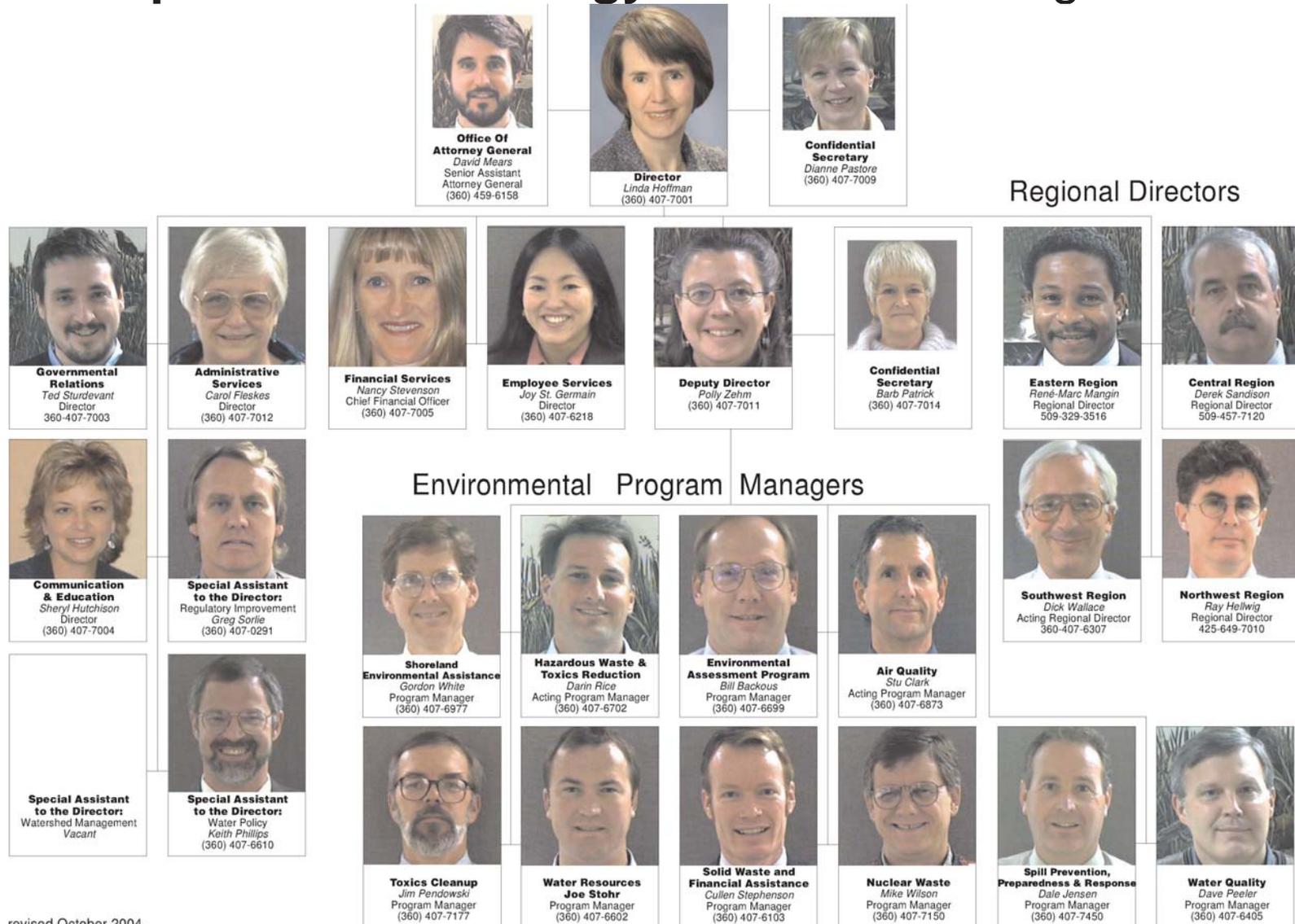


Dollars by Activity



TOTAL PROGRAM ADMINISTRATION \$39,218,000/229.2 FTEs

Department of Ecology - Executive Management



Department of Ecology Executive Management Team Bio-sketches

Senior Management

Linda Hoffman, Director: Linda came to Ecology in 2001 as Deputy Director and was appointed by the Governor to serve as Director in October, 2003. Linda previously served 26 years in local government and was the Thurston County Administrator. She holds a BA in Economics from Wellesley College and a Masters in City and Regional Planning from the University of Pennsylvania.

Dianne Pastore, Director's Confidential Secretary: With years of state agency executive-level and Governor's Office experience, Dianne came to Ecology in March 1993 to support Deputy Director Terry Husseman until January 1997, Director Tom Fitzsimmons from early 1997 until October 2003, and Director Linda Hoffman from October 2003 to the present.

Polly Zehm, Deputy Director: Polly has been with Ecology for 15 years. She served as Regional Director and in a variety of technical and management positions in Ecology's Yakima office prior to coming to Headquarters to serve as Linda's Deputy in November 2003. Prior to that Polly worked for the City of Olympia at the LOTT wastewater facility and for the City of Ellensburg. She has a Bachelors Degree in Biological Sciences from Central Washington University.

Carol Fleskes, Director Administrative Services: Carol, with 26 years at Ecology and 7 in this position, has worked in most of the environmental programs and served as Program Manager for Toxic Cleanup and Water Resources. She is a Professional Engineer and served two terms on the Washington Board for Professional Engineers and Land Surveyors.

Sheryl Hutchison, Director Communication and Education: Came to Ecology in October 1997. Previously worked in communications at the House of Representatives and the Governor's Office. Also was external affairs director (overseeing legislative affairs, media relations, and public outreach) for the Puget Sound Water Quality Authority and Health Services Commission.

Joy St. Germain, Director Employee Services: Joy has worked 14 years at Ecology, 10 in this position, serving as Ecology's diversity manager, and the "change agent" on "Washington Works." Joy has served in other state positions, including as Acting Director, Pollution Liability Insurance Agency. She has a Master's degree in public health from Yale University.

Nancy Stevenson, Chief Financial Officer: Nancy is a Political Science graduate from the University of Puget Sound. From her 12 years with the Legislature, four years with OFM, and cumulative 16 years with Ecology, Nancy has spent the last 32 years with Washington State, working in some way with Ecology's budget.

Ted Sturdevant, Director Governmental Relations: Ted has served in this position since January 2003. Prior to that he served in the Governor's Office as Acting Director of External Affairs and Special Assistant to the Governor on Community Relations; served in various staff capacities in Oregon Legislature and local, state, and federal campaigns from 1985-1996.

Vacant Special Asst. to the Director: Watershed Management: This position is temporarily vacant, as Richard Wallace is currently filling in as Acting Southwest Regional Office Regional Director.

Greg Sorlie, Special Asst. to the Director: Regulatory Improvement: Greg has been with the department for 30 years (in this position for 9 months) and has served as program manager of 3 different agency programs for a total of 18 years (Hazardous Waste, Central Programs, Central Operations); graduated from Western Washington University with a BA in Geology/Environmental Science.

Keith Phillips, Special Asst. to the Director: Water Policy: Keith has been with Ecology for 17 years, working on water resource issues since 1997, first as program manager and currently in support of the Governor's water strategy. Keith previously managed the agency investigations/lab program and the SEPA/sediment section. Before Ecology, he spent 10 years with the Corps of Engineers.

David Mears, Senior Assistant Attorney General: David is in charge of the Ecology Division in the Attorney General's Office. He has served in this position since December 1998. Prior to joining the Washington State Attorney General's Office, David served in positions at the U.S. Department of Justice and the state of Texas.

Regional Directors

Richard Wallace, Acting Southwest Regional Director: Dick has 19 years with Ecology, three of those years have been spent as the Special Assistant to the Director on Watershed Management, primarily working on water quality, quantity, and salmon recovery. A graduate of Whitman College (Biology/Environmental Studies) he has represented the agency on numerous boards and commissions including Salmon Recovery Funding Board, Forest Practices Board, and Conservation Commission.

Ray Hellwig, Northwest Regional Director: Ray has 16 years with Ecology, over 5 with this current position, and he has worked extensively with the Governor's Office on several high profile projects. He has held section head positions at the agency with the Water Quality, Water Resources, and Shorelands and Environmental Assistance Programs. Ray has an undergraduate degree in Political Science from CWU and an MBA from the University of Puget Sound.

Rene'-Marc Mangin, Eastern Regional Director: René-Marc Mangin, Ph.D., MBA: expert in environmental conflict resolution with 25 years of experience as a USFS regional manager, Hanford program manager, and public and private consultant to federal, state, county, municipal governments. Trained in mediation by Bill Lincoln (co-founder, Harvard Negotiation Program), René-Marc also specializes in implementing controversial plans and communications.

Derek Sandison, Central Regional Director: Derek has 30 years of combined public and private sector professional experience, including six years with Ecology and Department of Health. Prior to joining Ecology in 2001, he served 14 years as a Sr. Vice-President of a consulting firm and seven years as a manager in a large local health department. He holds a BA in Biological Science and an MS in Natural Resource Management from Central Washington University.

Environmental Program Managers

Darin Rice, Acting Hazardous Waste & Toxics Reduction Program Manager: Darin has been with agency for 15 years where he's served as section manager for the Hazardous Waste and Toxics Reduction Program. He is a graduate of Whitman College (1985) with a BA in Political Science and Environmental Studies and has a Master of Science from WSU (1990). Darin was a class of 1997 White House Fellow National Finalist.

Jim Pendowski, Toxics Cleanup Program Manager: Jim has been at Ecology for 13 years. He has managed the Cleanup Program since 1998. Prior to that he managed the Solid Waste and Financial Assistance Program. He has also managed permitting water quality, solid waste and transportation projects at the state and local level in the Midwest.

Stu Clark, Acting Air Quality Program Manager: Stu Clark has over 30 years of experience in environmental management and policy, primarily in air quality. Within the Department of Ecology he has served most recently as the air quality program manager, and previously as the senior air quality policy analyst and air monitoring section supervisor.

Bill Backous, Environmental Assessment Program Manager: Bill has been the manager of the Environmental Assessment Program for 6 years, prior to that he was the section manager for Water Quality at Southwest Regional Office for 11 years. He is a licensed professional engineer in the State of Washington, has a BS in Civil Engineering, and completed a Masters in Management program.

Mike Wilson, Nuclear Waste Program Manager: Mike has been with the agency for 27 years in eastern and western Washington, including time in Water Quality, Water Resources, Cleanup, Hazardous Waste, Solid Waste, and Nuclear Waste. He's managed both the Solid Waste and the Nuclear Waste Programs - the latter since 1997.

Gordon White, Shorelands & Environmental Assistance Program Manager: Gordon has been in this position for 7 years. This program focuses on Watershed Management, Flood Plain and Wetlands Management, the State Environmental Policy Act, Washington Conservation Corps Programs and the Padilla Bay Reserve. In addition, he has over 20 years experience as a county planner. He also owned and operated his own farming business for 10 years.

Cullen Stephenson, Solid Waste & Financial Assistance Program Manager: Cullen has managed solid waste issues for 14 years. His programs include the Ecology Youth Corps litter crews, and the Industrial Section, which regulates refineries, pulp mills, and aluminum smelters. Cullen is a chemical engineer, and previously worked in the petroleum industry.

Dale Jensen, Spill Prevention, Preparedness, & Response Program Manager: Dale has been with Ecology for 12 years. He has managed the Spills Program for the past three years. He spent the other 9 years as a section manager in the Air Quality Program's SWRO and HQ offices, and the Toxics Cleanup Program. Prior to coming to Ecology he was a small business owner/operator in retail, agricultural and environmental consulting.

Dave Peeler, Water Quality Program Manager: Dave has been at Ecology for 29 years and has been in this current position since early 2004. Prior to that he held several management and senior policy positions within the Water Quality, Water Resources, and Shorelines Programs. A 1974 graduate of the University of Washington (BS/Zoology, BA/English Literature) he has completed most course requirements for an MES in Environmental Sciences at The Evergreen State College.

Joe Stohr, Water Resources Program Manager: Born and raised outside of Yakima, Joe graduated from the UW with a BS in Fisheries Sciences and an MS in Health Physics. He has worked for 4 years with Department of Health and 18 years with Ecology. Joe was the program manager of the Spills Program for four years and has been the Water Resources Program Manager for the past four years. Joe received the Governor's Distinguished Manager Leadership award in 2003.

Authorizing Environment and Environmental Scan

Major Statutory Authorities

Ecology has over 50 statutes that authorize agency activities and several federal laws that delegate authority to the state. Many state regulations implement these statutes with specific requirements. The **primary** state environmental laws are:

- Chapter 43.21A RCW, Department of Ecology (enabling act)
- Chapter 70.95 RCW, Solid Waste Management Act
- Chapter 70.105 RCW, Hazardous Waste Management Act
- Chapter 70.105D RCW (1989), Model Toxics Control Act (MTCA)
- Chapter 90.03 RCW, Water Code (1917)
- Chapter 90.48 RCW, Water Pollution Control Act
- Chapter 90.54 RCW, Water Resources Act
- Chapter 90.56 RCW, Oil & Hazardous Substance Spill Prevention & Response Act
- Chapter 43.21C RCW, State Environmental Policy Act (SEPA)
- Chapter 70.94 RCW, Clean Air Act
- Chapter 70.120 RCW, Motor Vehicle Emission Control
- Chapter 90.58 RCW, Shoreline Management Act

The **primary** federal laws that have been delegated to Washington State by the U.S. Environmental Protection Agency (EPA) include:

- Clean Water Act (33 U.S.C. s/s 1251)
- Clean Air Act (42 U.S.C. s/s 7401)
- Resource Conservation and Recovery Act (42 U.S.C. s/s 6901)

External Environmental Scan – Emerging Trends

- *We are becoming aware* of new environmental or public health threats that have not been realized earlier, including long-lasting toxins that build up in the food chain (persistent, bioaccumulative toxins, or PBTs). Brominated flame retardants (PBDEs) are among the classes of chemicals that we're especially concerned about. We are trying to understand the risks that these threats pose and the options for effectively dealing with them, including informing and educating the public. Our ability to detect chemicals exceeds our capability to understand the effects of them
- *Environmental conditions* indicate our state is bumping up against the environmental limits of our natural systems, while we also are trying to manage the effects of population growth and demand on the resources.
- *Information needs*: we do not always have the scientific data we would like or the monitoring programs we need to tell us what's happening in the environment, how effective we have been, and where we need to focus. Traditional tools and solutions may not work.
- *Nonpoint-source pollution* (storm water, automobiles, agricultural runoff) is becoming more "the problem to manage." It's more difficult because we need to

change practices of individual citizens (through education) versus using a traditional regulatory approach.

- All layers of government are beginning to *manage across jurisdictions and authorities* by using a watershed-based management approach. Increased local decision-making and a shared governance approach is more effective, and we expect to see this trend continue.
- We are always *learning more about environmental problems* but do not have the resources to keep up. This results in a continual prioritizing of environmental threats because of the competing demands on agency resources.

Our authorizing environment: major interest groups and their expectations

- **Legislature:** Many legislators perceive us as an agency undergoing change. We believe we have restored credibility and improved relationships with their constituents, particularly business, but there is still room for improvement. We were very successful in the last supplemental budget request.
- **Large and small businesses, business associations:** Ecology regulates thousands of businesses using environmental laws and regulations, permits, and compliance standards, and by allocating water resources. Businesses expect to be treated fairly and consistently, and they are concerned about timeliness and certainty on decisions, permit fees, costs of complying with regulations and remaining competitive. Many concerns were expressed in the final report of the Governor's Competitiveness Council (December 2003). There has been general recognition that positive changes were made as a result of the council's recommendations (more helpful agency culture, streamlined permit processes, improved customer service), but more needs to be done. We have the challenge to maximize both the environment's health and the state's economic vitality at the same time.
- **Local governments/municipalities:** Local governments are partners in environmental regulation (water quality, solid and hazardous waste, shorelands, cleaning contaminated sites) and we share a common mission with local health districts. Many local governments receive pass-through state and federal funding for programs, and Ecology provides statewide standards, policy and oversight. Local governments want their jurisdictional authority respected and financially supported; are sensitive about "unfunded mandates"; and expect to have flexibility in making local decisions. The Washington State Association of Counties has remained skeptical about the cost and schedule of implementing the new shoreline management guidelines, even after a successful negotiated settlement on rulemaking. Municipalities are both governmental partners and also can be regulated by Ecology (wastewater and solid-waste facilities). They do receive construction grant funding, but many local governments struggle with critical infrastructure resource needs. There is not enough grant money to update crucial infrastructure in small rural communities, and they cannot assume any more debt (loans).
- **Public Utility Districts** interact with Ecology primarily in renewing federal dam licenses (through the Federal Energy Regulatory Commission process). Ecology has a formal role in assessing and recommending stream flows (fish passage) and

conditions that would protect water quality (through a water quality certification). Ecology currently is negotiating permit conditions with the Grant County and Chelan PUDs. Ecology also works with PUDs providing water-supply and wastewater services.

- **Agriculture:** Farmers have been under economic pressures for some years, often running marginally profitable businesses. Relationships with Ecology have been strained at times. Ecology is sometimes viewed as an insensitive agency adding more requirements to individuals who feel strongly that they are the stewards of their land. Eastern Washington irrigators (Columbia Basin) and Ecology face a unique resource allocation challenge (see Columbia River Initiative). Ecology has positive relationships and collaborative efforts with conservation districts and agricultural extension services. Hot spots in water issues will continue to color our relationships, and implications of the Endangered Species Act pose a unique challenge. Irrigation districts are very active in seeking funds to improve reliability and efficiency of irrigation infrastructure and ensuring their water rights are secure.
- **Tribes:** A government-to-government relationship is crucial to maintain constructive interactions. Many tribes have been engaged in the Columbia River Initiative, salmon recovery efforts, and stream-flow rules. Tribes are major land holders; their senior water rights, other treaty rights and maintaining water quality standards are of paramount interest.
- **Landowners:** Acceptance about land-use management strategies and regulations (wetland protection, requirements of Shoreline Management Act and Growth Management Act) varies widely. Forest landowners are working collaboratively on endangered species and clean-water issues, and water-right holders want certainty of water use.
- **Other state/federal agencies:** Ecology partners with federal agencies (Environmental Protection Agency, National Oceanographic and Atmospheric Administration, U.S Army Corps of Engineers), as we receive funding to implement federal programs and have similar jurisdiction to protect natural resources and issue environmental permits. Ecology also regulates federal facilities (military installations, Hanford, federally operated dams when there are oil/hazardous-materials spills). We coordinate continually with several state natural resource/health agencies on permitting, grant funding, salmon recovery, watershed planning and regulatory oversight (state departments of Fish and Wildlife, Agriculture, Health, and Natural Resources). With these partners, our goal is to reduce redundancy and conflict, and maximize efficiency and effectiveness at protecting human health and natural resources.
- **Environmental groups** are very active in Washington and play an important advocacy role on environmental and public-health policy issues. These groups often want Ecology to be more aggressive on rule-making, setting standards, and enforcement. The Washington Toxics Coalition, People for Puget Sound, Washington Environmental Council and others have been actively engaged in PBT issues, regulating waste in fertilizer, and stormwater pollution.
- **Courts:** Many important permit decisions are decided by appeals boards and courts; they sometimes introduce uncertainty in Ecology programs.

Strategic Plan Highlights

Ecology's Scope of Authority

Ecology was created by the 1970 Washington State Legislature (Chapter 43.21A) declaring state policy on environment and utilization of natural resources as follows: "The legislature recognizes and declares it to be the policy of this state, that it is a fundamental and inalienable right of the people of the state of Washington to live in a healthful and pleasant environment and to benefit from the proper development and use of its natural resources. The legislature further recognizes that as the population of our state grows, the need to provide for our increasing industrial, agricultural, residential, social, recreational, economic and other needs will place an increasing responsibility on all segments of our society to plan, coordinate, restore and regulate the utilization of our natural resources in a manner that will protect and conserve our clean air, our pure and abundant waters, and the natural beauty of the state."

As the state's primary agency for environmental protection, the Department of Ecology administers laws and rules relating to air quality, water quality, water resources, spill prevention and cleanup, hazardous and solid waste management, nuclear waste, toxic site cleanups, and shoreline management. The Department also provides services in the areas of financial assistance, permitting and environmental compliance, technical assistance, environmental education, watershed planning, and environmental monitoring and assessment.

Agency Mission

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

Agency Goals

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

Agency Objectives

- Improve air quality
- Reduce and manage hazardous wastes
- Reduce and manage solid wastes
- Clean up toxic sites
- Clean up the Hanford nuclear reservation
- Protect wetlands, shorelines and watershed health
- Improve water quality
- Manage the sustainability of water resources
- Monitor and assess environmental conditions
- Prevent and clean up oil, hazardous spills and illegal dumping
- Provide efficient and effective administrative support

Key Business Strategies

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

1. Work ***With*** Communities
 - Develop connections within the community
 - Use leverage with others in the community – sometimes we can step back and let locals run with a program
 - Shared governance – let community leaders take charge
2. Establish ***Relationships***
 - Communicate frequently with stakeholders and individuals– create a forum for open dialogue
 - Instill trust and credibility
 - Be helpful, friendly and available
 - Establish a common ground
3. Broker our ***Information and Data***
 - Make our information accessible (easy to understand) to others
 - Put our data “out there” and let others come to their own conclusions – use our science to help inform
 - Be factual
4. Leverage with ***Other Agencies***
 - Build relationships with other agencies interested in common goals
 - Leverage the capacity
5. Build Small ***Coalitions***
 - Listen to and build upon like interests
 - Use a small coalition to champion support
6. Be ***Innovative***
 - Bounce ideas around with others
 - Create a new approach or solution
 - Focus more on results, less on process
7. Be a ***Leader***
 - Be visible
 - Communicate clearly
 - Take/allow risk with solutions and approaches
8. Assemble the ***Right Team***
 - The right mix of skills, knowledge and ability to get the job done
 - Talented and motivated
9. ***Respect*** Different Values
 - Be open to listening to the perspective of others
 - Take time to learn and understand differing principles
10. Leverage our ***Cash***
 - Use our grants and loans to leverage environmental protection
 - Strategic capital investment through grants and loans to locals

**Areas of Emphasis for New or Shifted Resources
2005 – 2007 Biennial Budget**

Environmental Priorities

Water for Local Communities and Healthy Watersheds

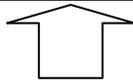
- Sustain water conservation and acquisition activities
- Statewide stream flow gauging
- Spokane/Rathdrum Aquifer Study
- Modernize water resource management
- Columbia River Initiative
- Enhance well construction program
- Municipal storm water permit
- Water quality certification

Moving Beyond Waste Management

- Implement state waste plan

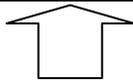
Reducing Health Risk from Toxic Chemicals

- Reduce health risk from diesel soot
- Reduce persistent, bioaccumulative toxins in the environment
- Clean up toxic sites
- Enhance voluntary cleanups
- Continue marine sediment monitoring



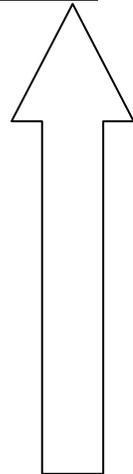
Internal Services Supporting Environmental Priorities

- Data Management, Integration and Access
- Washington Works – Changes to the Personnel System
- Financial Management
- Communications
- Safety & Security



Values And Approaches To How We Carry Out Our Work

- Code of Conduct
- Sustainability
- Workforce Diversity
- Efficient and Effective Service
- Permit Streamlining
- Informed Environmental Choices and Practices



Strength, Weaknesses, Opportunities and Threats

Strengths

- **Agency management** – Ecology’s management team is recognized for its experience, competence and knowledge. The agency has increased its accountability in planning and managing the agency budget, developing and implementing performance measures, and managing its work force.
- **Ecology’s work force** – Our dedicated, resourceful staff (finding innovative solutions to difficult problems) is a core strength. New employees bring skills and opportunities. Continuing to invest in staff training/development will pay off with environmental results.
- **Progress on regulatory improvement** – In the past 3 years, we have established permit timeliness targets, reduced permit backlogs, developed clear permit processes and improved customer service. We’ve received many compliments on our improvements and for making the agency culture more helpful. We continue to renew how we do our work and improve relationships without changing our mission or compromising environmental standards.
- **Large-project approvals** – Working closely with the Office of Regulatory Assistance, we have assigned project managers to coordinate large projects needing state, federal and local permits, resulting in faster approvals, reduced costs and more certainty. The Multi-Agency Permitting Team in our Bellevue office is a model for streamlining transportation permitting.
- **Improved access** – We have better environmental data and improved access by the public for information that people want to see, especially through Web-based access.
- **Budget support** – We have made good progress on receiving financial support for important initiatives (climate change, rescue tug, stormwater requirements, water quality standards, shoreline management regulations, PBTs, hazardous-waste liability).
- **Local funding** – We provide millions of dollars annually to cities and counties for wastewater projects, watershed planning, cleanup, waste management, land-use management and air quality. About half of Ecology’s budget is for local-government grants and loans.

Weaknesses

- **Insufficient information** – We don’t have sufficient monitoring of the ambient environment and do not know enough about environmental conditions or the results of specific studies to make informed decisions. Some interests don’t trust our information to be free from bias.
- **Perceptions** – Some people believe environmental regulations hurt economic vitality and that regulations are duplicative. Others believe we aren’t protecting the environment enough.

- **Capacity** – In some areas, we are under-resourced and will not meet the expectations we have set (wastewater allocation process, watershed planning, PBTs, etc.). There is also a lack of sufficient grant money for infrastructure needs in small/rural communities.
- **Our work force** – Numerous retirements over the next few years will increase our loss of valuable expertise, while new staff bring fresh approaches, knowledge and experience.

Threats

- **Lack of trust** – Citizens' general lack of trust in government affects our ability to be convincing about environmental problems. We need to be more effective at demonstrating the benefits of our investments – a challenge we share with other government agencies.
- **Resources/capacity** – Some revenue sources are shrinking. Federal funds are diminishing, and state budget limitations inhibit our ability to carry out environmental work. Population growth and development challenges our ability to effectively manage natural resources.
- **Economic pressures** will continue to be a challenge for some businesses in complying with environmental requirements. Economic downturns inhibit investments in environmental improvements and raise criticism on the costs of complying with requirements. This may raise pressure on the legislature to limit our authority or reduce our resources. We also see an aging and inadequate infrastructure (treatment plants, dams, roads) statewide.
- **Third-party lawsuits** can cause uncertainty for permit applicants and for Ecology, delaying progress on many fronts. The regulated community is often reluctant to provide compliance information for fear it will be used against them.

Opportunities

- **Increase environmental education** – There is promise in using the power of education to prevent environmental problems we see today. Helping people understand the effect of their choices can drive behavior change and create sustainable markets.
- **Push partnerships** with business sectors on incentives to achieve environmental results. We should expand our use of voluntary, non-regulatory approaches and find flexibility in our traditional regulatory framework to encourage innovative solutions to environmental problems. Those who have been captured under traditional point-source regulations may be willing to support enhanced regulations/funding to tackle nonpoint-source pollution.
- **Continue to cut red tape** – Multi-agency coordination on permitting is paying off and could be a model to build on for efficiency/effectiveness with existing permit-holders and new businesses. Increased responsiveness, improved assistance and interactive Web-based tools will save applicants time and money, and will help support economic vitality.

- **Tell our story better** – Public access to information is increasing; we can reach more people quicker if we have the appropriate tools. People expect more accountability and efficiency in government, so having performance measures in place and measuring environmental progress will pay off. These measures need to be understandable to the general public.
- **Promote sustainability** – It will be increasingly important to understand how economic vitality plays a role in our decisions. Supporting businesses that are sustainable economically and environmentally is a goal. Government can lead by example.
- **Increase monitoring** – Getting a better handle on our ambient environment can help measure whether results are good or bad and build support for taking needed actions.
- **Support our human resources** – Focus on performance management with the new civil service reform, so we have a more effective and efficient work force. Use the new master agreement to effect real improvements and change.

Emergent or Hot Issues

Water Quality Issues

- **Stormwater** -Ecology is responsible for writing and issuing permits for stormwater discharges. Permits are required for stormwater runoff from industrial sites, construction sites greater than 1 acre and from municipal storm drain systems. These permits are required under the federal Clean Water Act which Ecology has been delegated to administer in the state of Washington. The most recently issued permit, the *industrial* stormwater general permit, covers 1,200 dischargers across the state. It was the subject of more than two years of litigation by both environmental and business interests and ultimately resulted in the passage of state legislation (ESSB 6415) in 2004. Ecology will be re-issuing the *construction* stormwater general permit in 2005. This permit currently covers about 950 construction sites greater than 5 acres. As part of the construction stormwater permit re-issuance, Ecology will be implementing the Environmental Protection Agency (EPA) phase II stormwater rules which will drop the permitting threshold from the current 5 acres to 1 acre. Ecology will also be developing and issuing *municipal* stormwater permits in 2005. The EPA phase I stormwater rules required the largest municipal jurisdictions (King, Pierce, Snohomish, and Clark Counties and the cities of Seattle and Tacoma) be permitted in the early 1990's. The EPA phase II stormwater rules require an additional 110 cities and counties across the state be permitted. The phase I and II municipal stormwater permits require local governments to adopt and implement stormwater programs to control new development and redevelopment within their jurisdiction to protect and restore water quality. Ecology has developed stormwater *manuals* for eastern and western Washington to provide guidance for appropriate stormwater control and treatment. The issuance of all of Ecology's stormwater permits can be expected to be very controversial due to concerns related to costs and third party liability.
- **WQ standards** -Ecology completed a multi-year revision of the state's Water Quality Standards in July 2003 and submitted them to EPA for approval. EPA's review includes consultation with Washington tribes and Endangered Species Act (ESA) consultation with federal natural resource agencies. EPA was required by the Clean Water Act to make a decision within 90 days of the submittal and many regulated stakeholders are frustrated because EPA's review is still not complete. In addition, some tribes in Washington have communicated with EPA that they think the standards Washington developed are incorrect and are upset the state did not use tribal data. EPA has just communicated to Ecology that they are now gathering data from tribes to determine if Ecology set the correct uses on many of the lowest reaches in our river basins. If EPA disapproves portions of the Water Quality Standards, then Washington will need to amend the standards to address the issues or do nothing and let EPA promulgate federal regulations for the areas they disapprove. Ecology is eager for the federal agencies to make a decision so we can move toward implementation and begin using these new water quality standards that are more protective.
- **Hydropower projects**-Seventeen dams in Washington will begin the Federal Energy Regulatory Commission re-licensing process in the next ten years. Many of these are large private dams on the Columbia River. Most of these dams were built 35-50 years ago. When a dam operator requests a license, Ecology works with the utility, reviews studies, analyses and plans to make sure the facility will meet the state's Water Quality Standards. If Ecology determines that Water Quality Standards are attainable, a water quality permit ("401" certification) is issued with conditions to ensure the standards will be met. Many of the existing dams will have difficulty meeting the standards. Ecology developed a specific provision in the new Water Quality Standards to define a pathway that would allow us to issue water quality certifications for dams that already exist. Ecology is also working with the Northwest Hydropower Association to develop a guidance document for re-licensing. The

purpose of the document is to assist utilities, resource agencies, tribes, other stakeholders and the public to understand Ecology's roles and responsibilities. Certifying these dams is lengthy, technically complex and difficult from a regulatory perspective, especially since there may be disagreements between stakeholders regarding adequate flows. It represents a significant workload for Ecology for which there is no fee base. Ecology is currently working on the following dams: Rocky Reach dam (owned by Chelan PUD), Priest Rapids and Wanapum dams (owned by Grant PUD), and the Spokane River Dams (owned by Avista Corporation).

- **Concentrated animal feeding operations**-Certain livestock operations that discharge to surface water are subject to EPA's Concentrated Animal Feeding Operation (CAFO) rules. CAFO operations are considered a point source of pollution and are required to have a National Pollution Discharge Elimination System (NPDES) Permit. This permit, when implemented, protects water quality and ensures compliance, by the facility, with the Clean Water Act. Washington State Department of Ecology is in the process of revising its CAFO general permit to reflect 2003 revisions to the EPA rule. This rule requires many facilities that have never been covered under a permit to get coverage. In 2004 the legislature transferred resources and authority for Ecology's livestock activities over to the Department of Agriculture. Since the Department of Agriculture does not yet have authority delegated by the federal government to write this permit, the two agencies are working to develop a permit that they can both support. The two issues currently being debated between the agencies are the need to share nutrient management plans (these are the foundation for the permit), and the need to look at soil information to make sure ground water will not be impacted. The federal regulations do not require the protection of ground water (although state laws do) and are silent about sharing nutrient management plans.
- **Total Maximum Daily Loads (TMDLs)**-The Clean Water Act requires states to prepare a list of water bodies that do not meet Water Quality Standards. Ecology will submit its 2004 list to EPA in early 2005. All water bodies identified on the list must attain Water Quality Standards within a reasonable period, either through a water cleanup plan (also referred to as a TMDL – total maximum daily load) or other pollution control mechanism. Cleanup plans set the amount of pollution that dischargers can contribute to the waterbody. Many of these cleanup plans can create concerns for point source pollution dischargers with a permit and for local governments dealing with nonpoint source pollution issues. Controversial issues include: 1) Columbia River Temperature TMDL – EPA is leading this TMDL since it involves two states. It is very controversial with dam operators, including federal power agencies; 2) Spokane River TMDL (see separate issue below); 3) Wilson Creek - Significant issues with the Cattleman's Association and Kittitas Valley Irrigation Districts who do not agree with the water quality standards and the requirement to do TMDLs. As a result of a 1998 lawsuit settlement between Ecology, environmental groups (plaintiffs), and EPA, Ecology has been given a deadline of 2013 to develop and implement water cleanup plans for hundreds of water bodies. Given technical difficulties, insufficient staff resources and local resistance, it is not clear whether Ecology can meet these commitments.
- **Spokane River TMDL** --Phosphorus and other nutrients and organic matter have polluted the Spokane River, causing it to violate water quality standards. These pollutants deplete dissolved oxygen in the river and Lake Spokane. Fish and other organisms need dissolved oxygen to survive. To address the problem, a cleanup plan, also known as a total maximum daily load (TMDL), will set allocations for how much of the pollutants (such as phosphorus and ammonia) each of the major dischargers and other sources will be allowed to discharge at very low levels. The amounts will be set to protect water quality and bring the river into compliance with state water quality standards and the federal Clean Water Act. A draft

TMDL will be available late in the fall of 2004 for public review and comment. It will be submitted to the EPA in early 2005. The actual cleanup will occur over a maximum 10-year period, as allowed by state law. Since the river currently is not meeting water quality standards, Ecology cannot legally permit additional phosphorus discharges. This has caused disagreement between Spokane County and Ecology over an \$8.5 million Ecology loan and the county's facility design for a new wastewater treatment plant. Ecology continues to work with the county and others to resolve this issue.

Water Resources/Watershed Issues

- **Critical Area Ordinances**-In 1995 the Growth Management Act (GMA) was amended to require counties and cities to include the best available science (BAS) in developing policies and development regulations to protect the functions and values of critical areas. All counties and cities in the state are required to review, evaluate, and, if necessary, review revise their critical areas ordinances (CAO's) according to a schedule established by the state Legislature and approved by the Governor in 2002. The first wave of updates are due by December 1, 2004, and include Clallam, Clark, Jefferson, King, Kitsap, Pierce, Snohomish, Thurston, and Whatcom counties, and cities within those counties. It is possible that several of these jurisdictions will not have completed their updates by the due date and that some will submit CAO revisions that are not compliant with the BAS standard. Therefore the possibility exists that the Governor may be asked by Ecology and the Departments of Fish and Wildlife and Community, Trade and Economic Development to approve the state's appealing of deficient CAO amendments. For Ecology's part, staff are working closely with local governments to help them develop new CAO's that can past pass the BAS test and therefore insure compliance with the GMA and avoid appeals of the CAO to the growth hearings boards.
- **Municipal Water Law Implementation** -Ecology is working with the Department of Health (DOH) to implement the 2003 municipal water law, including the revision of a MOA and other implementation tools. Both agencies have also worked closely with water purveyors to implement the law effectively. The law was a key component of the multi-year Water Strategy. Implementation requires work on a number of technical and procedural issues that are of considerable concern to the opposing stakeholders and lawsuits are being threatened. The law clarifies the ownership of inchoate water rights and clarifies the requirements for gaining access to water encompassed in those rights. It further provides a definition of "municipal water suppliers", with the practical effect of increasing the number of providers fitting the municipal definition. The act also increases the linkage between water system planning, land use planning, watershed planning, and the development of municipal water use efficiency requirements. Ecology is serving on a DOH-chaired Water Use Efficiency Committee that is charged with adopting water use efficiency requirements by December of 2005. Ecology's stance on what the efficiency requirements should be and how they should be applied is evolving and there are still uncertainties within the Committee on what is required, allowable, and desirable under act.
- **Watershed Plan approvals**-45 of 62 Water Resource Inventory Areas (WRIAs) are planning under HB 2514, the Watershed Planning Act (Ch.90.82 RCW). The first 3 of those plans were completed and approved by their county governments earlier this year; 10 more are scheduled for completion before year's end. Some of the issues they are dealing with are highly contentious, including: setting and adopting new instream flow rules (Ecology is currently proceeding to adopt 7 new instream flow rules) and putting certain limits on the amount of water that can be appropriated for new out-of-stream uses. In some cases, Tribes, environmental groups, and others are concerned that instream flows will not be set high enough to protect fish. Simultaneously, some local officials, businesses, and developers are concerned that adequate water won't be available for new water rights to support growth

demands. The result is that some plans may not be approved. One Tribe has already indicated it cannot support approval of one of the watershed plans (WRIA 12 Clover-Chambers). Other tribes or local governments may follow suit.

- **Instream Flow rules**--Seven instream flow setting efforts covering 10 high priority watersheds are at the critical and controversial rule-making stage (Samish, Stillaguamish, Elwha Dungeness, Quilcene Snow, Grays/ Elochoman, Cowlitz, Lewis, Salmon/ Washougal, Walla Walla, Entiat). In addition, intensive negotiations to develop revisions to the Skagit flows were unsuccessful and the action is now moving to litigation. Instream flow rules are potentially high payoff, high friction and high workload activities. Local planning groups, tribes, and others are working with Ecology and the Department of Fish & Wildlife to produce recommendations about how to set and achieve flow levels. Instream flows are based upon the water levels necessary to meet fish and environmental needs and the volume of water available for certain out of stream uses. Setting instream flows is a key component of the multi-year Water Strategy and required by the Watershed Planning Act and budget language. Instream flow work is being guided by the "Instream Flow Action Plan" and is financed with a combination of state and federal funds. As rulemaking proceeds in these priority watersheds, it calls attention to a number of fundamental water issues that require resolution, among them exempt withdrawals ("exempt wells"), reservations of water for future growth, closures of streams to future withdrawals. It also brings an opportunity to apply a number of tools to modernize water management, including connecting to larger water suppliers, water conservation, use reclaimed water, storage, and compliance.
- **Water Resources Administration and Funding Task Force** - The 2004 supplemental operating budget contained a proviso that Ecology convene and provide staff support for a "Water Resources Administration and Funding Task Force." The Task Force is to develop proposals and recommend several options for funding water resources capital and operating activities. The Task Force is to report back to the legislature by December 15. The Water Resources Program has engaged the UW/WSU Policy Consensus Center to support the effort. At this point it is not clear that the Task Force will be able to agree on funding options. The work of the group will feed into the budget formation deliberations during for the upcoming legislative session. Sustainability of funding is critical to the Water Resources Program because some activities are dependent on one-time and declining fund sources.
- **Water Resources Legal Issues** - In addition to the high volume of "normal" litigation, other legal issues are emerging or may emerge in the near term:
 1. Litigation associated with efforts to establish instream flow in the Skagit and other areas;
 2. A potential challenge to the new municipal water law and the exercise of inchoate water rights that could be brought by tribal and / or environmental interests based on constitution issues and potential injury;
 3. A current case related to the issue of tribal reserved rights for ground water on the Lummi reservation, which includes a novel and potentially dramatic new theory about those rights;
 4. The Yakima River Basin adjudication has a remaining unresolved claim by the U.S. Bureau of Reclamation of water rights and we may move into negotiations. Also, as a result of dry water supply conditions earlier this past year, the trial court ruled that post-1905 water rights, which are juniors to rights for the federal Yakima Basin Project, can be required to shut-off in future water-short years.
 5. A reactivation of the US v Washington case with an emphasis on the water necessary to maintain fish habitat in conjunction with preserving tribal rights to annual fish harvests.

Air Quality Issues

- **Greenhouse gases/global warming** -The issue of global warming has been receiving increased attention in political, academic and environmental policy arenas in Washington State. In 2003 Governor Locke and the Governor's of Oregon and California created the West Coast Governor's Global Warming Initiative to identify common interests and establish policies and actions to reduce the economic and environmental consequences of greenhouse gas emissions. The first major report from that effort is expected by November 2004. In 2004 the Washington State legislature passed a bill requiring that new or modified power plants offset 20% of their carbon dioxide emissions. Carbon dioxide is a greenhouse gas. The regulations implementing the legislation will be in place by the end of 2004. A number of businesses, environmental organizations and legislators have expressed interest in taking further steps to define the obligations and role of state government to address global warming.

Contaminated Cleanup/Chemical Treats Issues

- **Contaminated soils**--Ecology promulgated a new solid waste rule in early 2003. One part of that effort was to strengthen our standards for managing contaminated soils. We got good agreement from our stakeholders in the rule development process. However, after adoption, some other interests have indicated they have concerns that the rule may slow down projects or increase project costs (State Department of Transportation, contractors, cities, ports). We are working to craft new rule language to allow proper movement of soils in a safe and well managed manner. On one side we are trying to prevent spreading contamination; on the other, we are trying to allow flexibility in how soil is moved. The balance is a bit tricky. In the meantime, we have not yet seen a case where the new rule has caused any delay or additional expense.
- **Areas of Wide-Spread Contamination**--Ecology's Toxics Cleanup Program is increasingly finding large areas (several acres to many square miles) with low-to-moderate levels of soil contamination that have been caused by a range of historical activities including aerial deposition from smelters and the past use of pesticides. In many instances the arsenic and lead contaminants are found in concentrations above the state cleanup standards. Many of these areas have been or are being developed into residential neighborhoods, schools, and parks. These development activities have raised a variety of health and environmental concerns and have lead to the cleanup of residential yards and school playgrounds. In 2003, a task force chartered by the Departments of Agriculture, Health, Community Development, and Ecology provided recommendations on strategies for integrating cleanup measures with other state and federal agency actions (including a review of new school construction, licensing of child care facilities, land use planning and permitting). The Toxics Cleanup Program is working with other agencies to implement those recommendations with an initial emphasis on addressing situations where groups of young children may be exposed to arsenic- and lead-contaminated soils (such as schools, parks, childcare facilities).
- **Chemical Action Plan for Brominated Flame Retardants (PBDEs)**--Ecology is reviewing the feasibility and political practicality of recommending the following in the draft PBDE Chemical Action Plan (CAP) that has been released for public comment. One of the plan recommendations proposes that the legislature restrict the use of PBDEs in new products manufactured, distributed or sold in Washington State in the following areas: 1) ban the use of three forms of PBDE: Penta-BDE and Octa-BDE in new products manufactured, distributed, or sold in Washington State as of July 2006; 2) ban the use of Deca-BDE in new consumer electronics intended for the home or office manufactured, distributed, or sold in Washington State as of July 2008.; and 3) ban the use of Deca-BDE in new upholstered fabric intended for the home, office, or workplace, manufactured, distributed, or sold in Washington

State as of July 2008. In addition, the draft PBDE CAP would recommend to further identify potential pathways from products to the environment, characterize PBDEs in products along high-priority pathways and to recommend proper disposal techniques. Finally, Ecology also plans to recommend that we work with General Administration to include language in appropriate contracts for bidders to disclose the use of Deca-BDE and prohibit the use of Penta-BDE and Octa-BDE. It is expected that there will be concerns by the business community on the implications of a ban on Deca-PBDE.

- **Lake Roosevelt Cleanup-** Lake Roosevelt is the largest reservoir by volume in the state of Washington. It extends for 150 miles from the dam to the U.S.-Canada border and touches five counties and two Indian Reservations. In 2003, The U.S. Environmental Protection Agency (EPA) published studies concluding that toxic metals such as zinc, cadmium, lead, copper and mercury are present in Lake Roosevelt sediments at significant concentrations. Other studies have found metals and other chemicals at elevated levels in fish. Sources for metals in Lake Roosevelt include the Teck Cominco lead zinc smelting complex at Trail, British Columbia. EPA and Teck Cominco negotiated for about a year for a Remedial Investigation/Feasibility Study (RI/FS) to determine the extent of the contamination in Lake Roosevelt. These negotiations were unsuccessful and last December 11, 2003, EPA issued an Unilateral Administrative Order (UAO) to Teck Cominco to conduct the RI/FS. Teck Cominco has not complied with the (UAO). A citizen suit under the federal Superfund Law was filed by members of the Colville Confederated Tribes against Teck Cominco for failure to comply with the (UAO). The State of Washington filed a motion in federal district court on August 31, 2004 requesting intervention as a plaintiff in support of the lawsuit. Currently EPA is in the process of scoping the RI/FS for the Upper Columbia and Ecology is providing technical assistance for this scoping process. The U.S. Government has offered an “enhanced consultative role” to Canada in the RI/FS process.
- **Oil Spill Contingency Planning rule adoption --**The Spills Program is updating the oil spill contingency plan rules, merging two existing regulations into one. These rules are over ten years old and require certain vessels and facilities to conduct oil spill planning, drills to exercise the plans and use of Ecology approved spill response contractors. The oil spill planning standards drive the location of pre-staged response equipment, ensuring that if spills occur anywhere in Washington waters, these plan holders are ready to respond immediately. One major goal for the rule process is to move two fundamental portions of the planning requirements out from long-standing written guidance into rule language (the drill program and the standards for pre-staged equipment). For the past year, an advisory committee has been meeting to discuss the rule. Several contentious issues are apparent, most importantly cost effective, protective standards for the outer coast of Washington and the Strait of Juan de Fuca. The rule process is still in the informal stage; a CR-102 has not been filed.

Regulatory Improvement

- **Regulatory Improvement-** Ecology has made considerable progress in several regulatory improvement areas (some of these were as a result of recommendations from the Governors Competitiveness Council report, final December 2003). Streamlining areas include: developing permit timeliness targets for 10 major environmental permits and tracking progress against these targets quarterly, reducing process steps and decision times for key permits (most notably water quality certifications for construction), asking our Regulatory Advisors Group how else we can improve, and conducting permit surveys to help focus on what is important from the applicant’s viewpoint. Ecology has also focused internally to improve responsiveness and customer service with the people we serve, adopt a practice of continuous improvement, and to transform the agency into one that has a more helpful culture. While we are perceived by many stakeholders as having made positive changes and

have restored credibility, there are expectations of doing more, particularly regarding regulatory flexibility and streamlining. Areas we are investing in that we believe will address issues raised by stakeholders for 2005 and beyond include: multi-agency permitting teams (co-locating staff), web-based interactive permitting, increased use of the one-stop permit assistance center, permit benchmarking, and encouraging innovation and incentives that achieve better environmental results while using new tools that are different than the traditional regulatory approaches.

- **Big projects** --Through its contract responsibilities to the Washington State Office of Regulatory Assistance (ORA), Ecology assigns four senior-level regional staff members to serve as regional case managers for large multi-permitted projects. These case managers coordinate permitting applications and regulatory processes for the larger, more complex business development and business expansion projects before the state. Specifically, they work with applicants, agencies, and regulatory authorities to develop master permitting plans to meet environmental and land-use requirements, as well as to meet applicant critical path timing needs. In doing so, they build partnerships and collaborative problem-solving relationships with Washington's business community, e.g., Economic Development Councils, Ports, local governments, and major industries. They help solve problems, find solutions, facilitate decision-making, and generally assist in navigating the complex regulatory process). Some large projects currently being managed include: Boeing 7E7, Buckhorn Mountain Gold Mine, Elwah Dam removal, Williams Pipeline replacement, Cardinal Glass, Columbia Biodiesel, NASCAR site, Olympic AquaVentures, Everett Rail Barge, Segale multi-site, and Sound Transit.

Legislative Proposals

Columbia River Initiative – Ecology would be the implementing agency for the Governor's executive request bill on the Columbia River Initiative. The bill would establish a new water management program that would allow additional withdrawals of water from the Columbia mainstem for growing communities and agriculture, while also improving stream flows in the mainstem for fish (see the Columbia River Initiative issue paper in the Tier 1 Transition document).

Toxics Cleanups Bill – Ecology is developing a bill authorizing the agency to place a lien on real property to facilitate cost recovery at MTCA sites. This bill would add a valuable tool to recoup some of the costs the agency incurs in addressing “orphan” site cleanups. The lien amounts would be negotiated on a case by case basis at time of sale, and the money recouped would go back into the State Toxics Control Account, with the intent of funding further orphan site cleanups.

Polybrominated Diphenyl Ethers (PBDE) Chemical Action Plan – An agency request may be forthcoming from the PBDE Chemical Action Plan, which requires Ecology to develop recommendations by December. The only legislative action in the draft plan as it is now is for a ban on the manufacture, distribution, and sale of new consumer electronic products containing Deca-BDE as of July 2008, and prohibiting the use of Deca-BDE in new upholstered fabric intended for the home and workplace that is manufactured, distributed, or sold in Washington State as of July 2008. The final plan will be complete in mid-December, and this recommendation may change (see the Persistent Bioaccumulative Toxics (PBT) issue paper in the Tier 1 Transition document).