The California Environmental Protection Agency

Office of the Secretary

Strategic Vision

July 2000

The following organizations and individuals deserve special recognition for their valuable contribution to the California Environmental Protection Agency's (Cal/EPA) Strategic Vision document.

- The California Environmental Dialogue for providing insight and advice on the concept of "sustainability" and its members' enthusiastic participation in workshops.

- The Resources Agency for their participation in workshops, advice, and most importantly, their spirit of cooperation with a sister Agency.

- The executives and staff of the boards, departments and office of Cal/EPA for participating in workshops and providing valuable feedback on drafts.

- Andrea Lewis of Cal/EPA for her skill and support in facilitating the workshops and providing invaluable liaison with the organizations of Cal/EPA.

- Keith Smith of Cal/EPA for his vision and insight into innovative approaches to environmental management.

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STATE OF CALIFORNIA
Gray Davis, Governor

Strategic Vision

July 2000

CALIFORNIA ENVIRONMENTAL PROTECTION AGENCY

Winston H. Hickox, Agency Secretary

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FROM THE SECRETARY

The job of protecting human health and the environment is never done. The children and grandchildren of each succeeding generation will judge the success of this generation's efforts. In part, we will be judged by what we knew about the impacts of pollution, what steps we took to learn more, and what we did with the information available to us.

What we know about the environment today—even our knowledge of the questions still to be answered—is vastly greater than what we knew only a decade ago. This knowledge provides ever-increasing evidence of the sensitivity of the environment and human health to chemical impacts—impacts that occur across environmental media and, because of bioaccumulation and reproductive effects, across time.

The revolution in information technology over the past quarter century presents an unprecedented opportunity for gathering and using information. Unfortunately, as yet there has been no concomitant increase in our ability to absorb, prioritize, and use newly acquired information to optimize our protection of the environment. We still have much to learn, but our tools improve on a daily basis.

We have learned that economic prosperity and environmental protection are dependent upon each other. Without economic prosperity we lack the resources to protect the environment; without environmental protection, economic prosperity is hollow and short-lived.

"Protecting human health and the environment is a job that is never done."

California has long been a pioneer in taking the initiative to reduce independent environmental risks posed by air and water pollution, solid and hazardous waste management, and pesticide application. We must now continue this pioneering tradition by building a cross-media perspective into our environmental protection programs. No longer can we consider air, water, and land as independent dimensions of the environment.

The opportunities for action are endless; our resources are not. If the California Environmental Protection Agency (Cal/EPA) did not already exist with a mandate to address cross-media impacts and prioritization of environmental protection efforts, logic would compel us to create that mandate now. Not all environmental problems are cross-media in nature, but all environmental *programs* must consider cross-media issues in setting priorities and structuring solutions.

There can be no substitute for an overall structure to guide our pursuit of protection of human health and the environment. Within Cal/EPA, strategic planning is not just a series of paper exercises, but a process that will guide environmental protection in this state. As such, this process realigns and connects the individual plans of the boards, departments, and office of Cal/EPA into a single strategic vision.

Two tenets underlie this strategic vision for the opening years of the 21st Century.

- *The need for improved cross-media coordination in addressing environmental challenges.*
- *The requirement that we never lose our focus on measurable environmental results.*

We will continue to seek better ways to improve information sharing and the coordination of work among the Cal/EPA boards, departments, and office as a means of dealing with the cross-media dimensions of environmental protection. Working with other states, as well as federal, regional, and local agencies, we will accelerate the process of establishing and employing meaningful environmental measures. All policy, program, and resource allocation initiatives and decisions will be judged by the degree to which they address these tenets.

In one sense, the boards, departments, and office that comprise Cal/EPA are like large and powerful ocean liners; relatively slow moving and hard to turn. We need to make these vessels more flexible and responsive, so they can react quickly to new information, new environmental problems, and new opportunities for action. We need to think boldly but act cautiously, conscious of the magnitude of effort that is required to achieve even a modest change in course.

We live in a great state, one that has grown from one and a half million people a century ago to more than 34 million today and is projected to double in population in this century. The opportunities for economic growth and accompanying protection of our natural resources and fragile environment have never been greater or more necessary. I very much appreciate the opportunity I have been given to help set a course for this grand voyage into the future.

Winston H. Hickox

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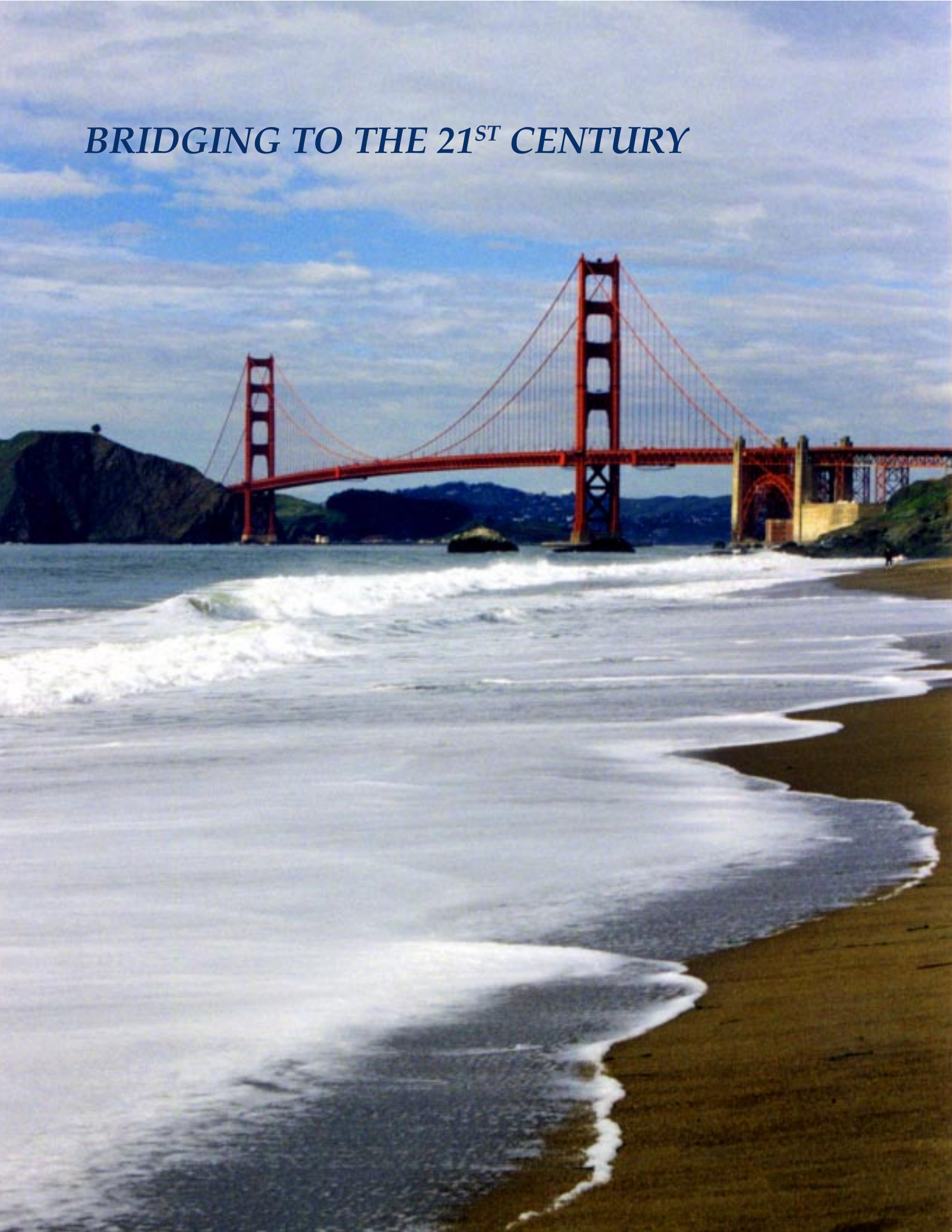
FORWARD

Following is Cal/EPA's first agency-wide Strategic Vision. It is a vision document, not a plan. It sets forth the Agency's vision and mission, the core values by which we will be guided, and the goals and objectives of our focus. Cal/EPA's boards, departments and office will develop strategies with which to address these goals and objectives in their respective Strategic Plans. Together, we will create outcome measures with which to judge our success or failure to meet our environmental goals.

The Strategic Vision also commits the Agency and its member boards, departments and office to better understand how the issues of society, the economy, and the environment interrelate, and to pursue strategies that simultaneously improve the quality of life in all three areas.

As we reflect on our environmental stewardship over the past 30 years and prepare for the new millenium, the need to identify and express agency-wide priorities and direction at this critical juncture has become ever more apparent.

BRIDGING TO THE 21ST CENTURY

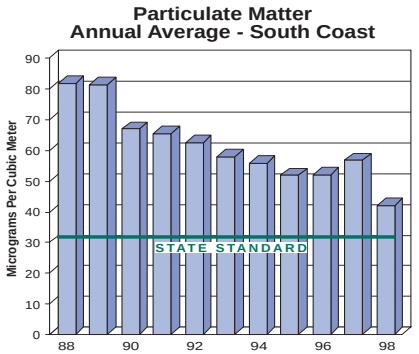


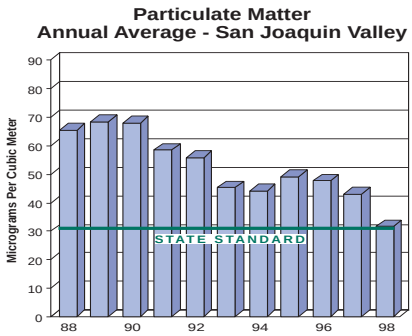
BRIDGING TO THE 21ST CENTURY

California's current approach to environmental protection has evolved over the past half-century. Programs and organizations were created at different times and for different reasons—generally to address a specific environmental pollution issue or because of federal government mandates. Since federal and state statutes were enacted specific to a single medium (water, air, solid waste) or pollution category (toxic substances, pesticides), state environmental programs have been organized likewise. However, pollution occurs without respect to jurisdictional or organizational boundaries. The medium-specific organizational structure of environmental protection in California presents a significant challenge to program managers who must ensure that a strategy that solves a problem in one medium does not create a problem in another. It is necessary therefore to create cross-media strategies for addressing environmental problems.

California has one of the most successful "command and control" environmental protection systems in the world.[1] It has served the State well. Progress toward protecting public health and the environment has been dramatic since the passage of the first environmental laws over thirty years ago. Fair, firm, and consistent enforcement of our environmental laws is still, and will continue to be, a cornerstone of environmental protection.

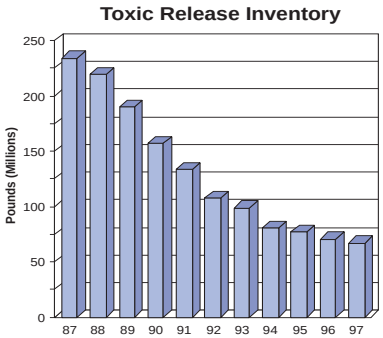
However, California, indeed the nation, is engaged in a new era of environmental protection. The traditional "command and control" approaches of the past have reached a point of diminishing returns. In spite of the positive trends, illustrated on these pages, there remains significant and difficult work to achieve further progress toward greater public safety and environmental protection.



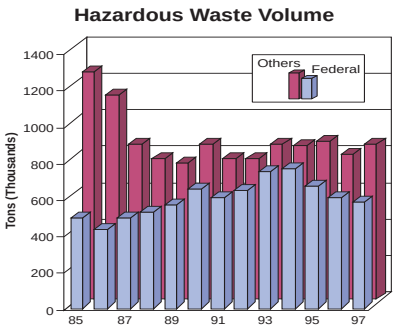


Source: *Air Resources Board*

Moreover, there are complex environmental problems to be addressed. Global warming, ozone depletion, loss of habitat, extinction of plant and animal species, and urban sprawl are new and even greater challenges than the air and water pollution of the past that could largely be addressed with engineering solutions. The stakes are getting higher as California's population continues to grow at a rapid pace.



Source: *Department of Toxic Substances Control*



Source: *Department of Toxic Substances Control*

[1] Within the context of environmental protection, the term "command and control" is used to describe regulating pollution at the point of discharge by setting limits on how much pollution will be tolerated. Hence we "command" a maximum acceptable limit and "control" pollution at the point of discharge.

Consider the following:

- California's current population of 34.6 million is expected to increase by 70%, to 58.8 million, by 2040.[2]

- Eighty-five percent of the energy used in California is generated from petroleum products, a major source of emissions that contribute to global warming.[3]

- Vehicle miles traveled will almost double by 2020.[4]

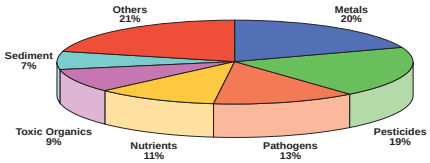
- California lists 47 species of animals and 129 species of plants on the State Endangered Species List. Another 20 animals and 30 plants are listed as threatened.[5]

- Since 1986 over 500 chemicals in use in California have been determined to cause cancer or reproductive toxicity.[6]

- The gasoline additive MTBE has been detected in 62 drinking water sources. Several communities have lost their source water as a result of MTBE contamination.[7]

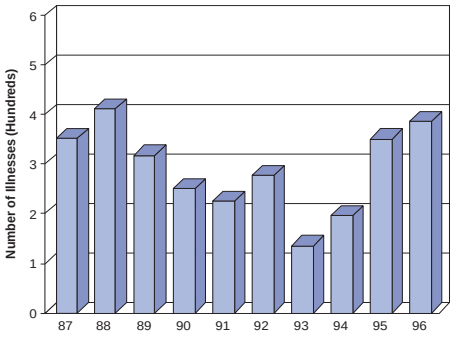
- Approximately 600,000 California children have asthma.[8]

Most Prevalent Pollutants Causing Impairments of Assessed Surface Waters



Source: *State Water Resources Control Board*

Summary of Occupational Illnesses Determined to be Definitely or Probably Related to Agricultural Use of Pesticides



Source: *Department of Pesticide Regulation*

These facts are but a sample of the environmental indicators that confirm Secretary Hickox's acknowledgment that "Protecting human health and the environment is a job that is never done." It is clear there is much to be done to address these and other environmental challenges. It is also clear that new strategies must be devised to augment the traditional "command and control" regulatory programs that have been effective in the past. New strategies must balance the stringent demands of society, the environment, and the economy.

[2] State of California, Department of Finance, *County Population Projections with Race/Ethnic Detail,* 2000

[3] California Energy Commission, *California Energy Facts,* August 1998

[4] California Department of Transportation, Transportation System Information Program, *California Motor Vehicle Stock, Travel and Fuel Forecast,* November 1997

[5] State of California, Department of Fish and Game, Internet Posting, April 2000

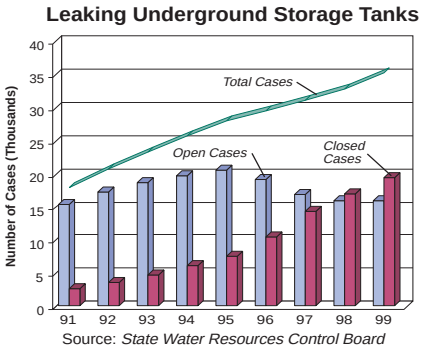
[6] State of California, Office of Environmental Health Hazard Assessment. *Chemicals Known to the State to Cause Cancer or Reproductive Toxicity,* Internet Posting, March 10, 2000

[7] California Department of Health Services, Drinking Water Quality Monitoring Database, 2000

[8] American Lung Association of California, *Chronic Respiratory Disease Rates, 1997*

CAL/EPA AUTHORITY

California has a long and successful tradition of leadership in environmental programs. Frequently, it has led the nation in developing innovative approaches to address environmental problems, and its efforts have been rewarded by significant and measurable results.

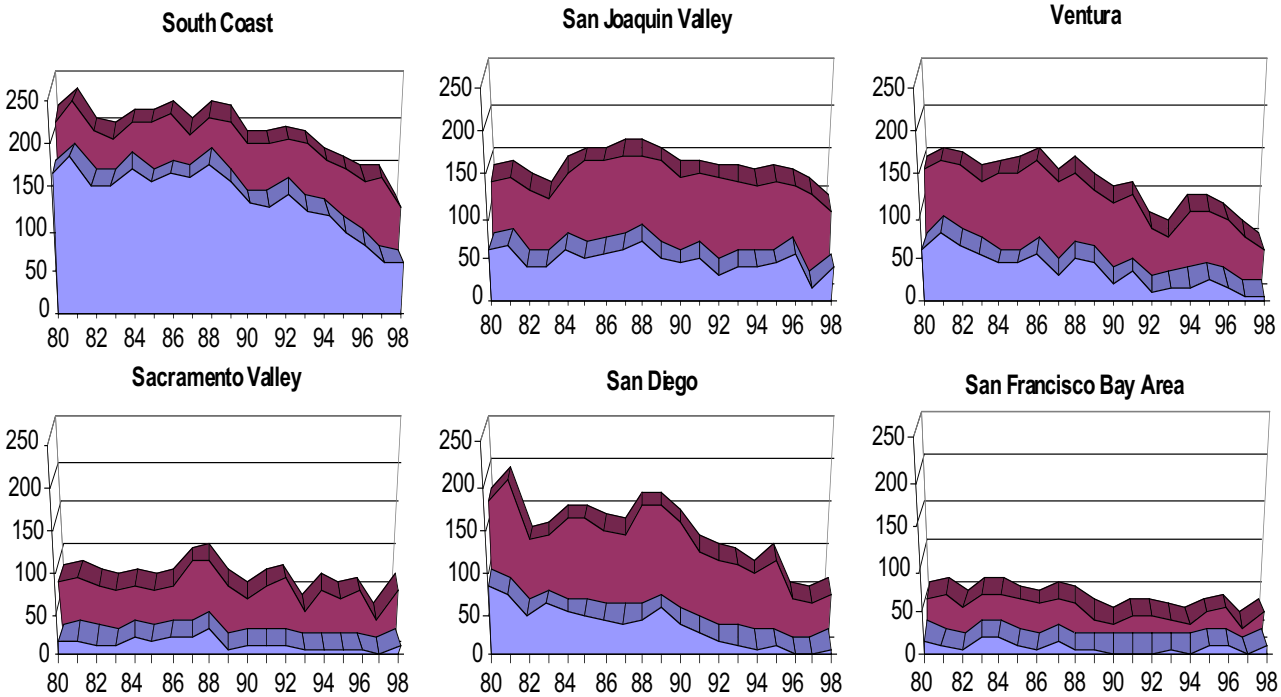


The Legislature's adoption of the Governor's Reorganization Plan of 1991, creating the cabinet level California Environmental Protection Agency (Cal/EPA), reconfirmed California's commitment to protection of the environment. With this commitment came the expectation that the new Agency would lead and coordinate the State's environmental programs to new and better environmental results.

The unique organizational structure of California's environmental programs make the six boards, departments and office of Cal/EPA separate programs, largely independent of the Secretary of Cal/EPA. The Secretary does not direct policies and decisions of the boards, departments and office on a day-to-day basis. As an officer of the Governor's cabinet with statutory responsibility to coordinate and supervise the overall performance of the units in the Agency, the Secretary provides the vision and leadership that focuses the efforts of the boards, departments and office of Cal/EPA on the goals of the Administration.

Days Over State and Federal 1-Hour Ozone Standards, 1980 - 1998

(Lower graph shows federal standards, upper graph shows more protective state standards)



Source: *Air Resources Board*

1998 California Water Quality

WATER BODY TYPE	TOTAL SIZE[2]	SIZE/EXTENT OF WATERS ASSESSED	PERCENT OF WATERS ASSESSED[2] (by size)	NUMBER OF WATERS ASSESSED[4]	WATER QUALITY CONDITIONS[1] Percent Size of all Waters Assesed		
					GOOD	THREATENED AND/OR SUSPECTED IMPACTS[3]	IMPAIRED
RIVERS AND STREAMS	211,513 Miles	15,795	7.5 %	783	25.7 %	58.2 %	16.0 %
LAKES AND RESERVOIRS	1,672,684 Acres	739,143	44.2 %	303	29.1 %	53.7 %	17.2 %
WETLANDS	149,518 Acres	67,104	44.9 %	85	22.3 %	77.7 %	0.0 %
GROUND WATER	82,011 Sq. Mi.	63,801	77.8 %	352	61.4 %	35.9 %	2.4 %
ESTUARIES	104,186 Acres	78,929	75.8 %	54	8.7 %	78.8 %	12.5 %
SALINE LAKES	436,242 Acres	432,908	99.2 %	11	0.0 %	100.0 %	0.0 %
TIDAL WETLANDS	126,294 Acres	71,104	56.3 %	8	0.0 %	99.7 %	0.3 %
BAYS AND HARBORS	515,286 Acres	484,984	94.1 %	45	29.8 %	64.7 %	5.5 %
COASTAL SHORELINE	1,609 Miles	914	56.8 %	114	87.1 %	6.7 %	6.2 %
OCEAN	317,496 Acres	317,496	-	25	99.1 %	0.9 %	0.0 %

[1] Based on the SWRCB's 1998 Waterbody System database.
[2] Sizes are for those waters inventoried and do not necessarily account for all waters.
[3] Under Section 303(d) of the Federal Clean Water Act, some of these waters have been listed as impaired.
[4] Large water bodies such as rivers, groundwaters, ocean, and coastal shoreline may have several reaches or sub-basins which are counted as separate waters.

A STRATEGIC PROCESS

This Strategic Vision is one of a series of interrelated documents that describe California's current priorities, future directions and ongoing efforts to measure our progress into the next century. Each is part of the complete picture of where the Agency is headed in integrating high environmental quality, public health and economic vitality in the pursuit of a sustainable State. A brief summary of the purpose of each document follows.

Strategic Vision: The overarching goals of Cal/EPA, which will be incorporated into the Strategic Plans of the boards, departments and office of the Agency.

Strategic Plans: Each of the boards, departments and office of Cal/EPA will prepare a Strategic Plan that expresses the entity's purpose, mission, goals and milestones that provide the basis for achieving the Cal/EPA Strategic Vision. Their scope is long term, without a specific end point. The departmental Strategic Plans will also express the strategies to be emphasized to advance these goals.

Departmental Work Plans: Each board, department, and office of the Agency will prepare internal work plans to guide day-to-day operations in a prioritized fashion based on available resources. The work plans are developed annually and provide the basis upon which annual budget requests are made to Cal/EPA.

Departmental Budgets: The annual departmental budget planning process will integrate the goals, strategies, milestones and indicators developed through the Strategic Planning process. This integration will be continued and enhanced in subsequent budget planning cycles.

Annual Report: This document provides the public with an assessment of the programmatic progress, as well as any strategy alterations, made in the preceding year. In the future, as more environmental indicators are developed and put to greater use, this annual report will provide a more quantified picture of how the Agency is progressing in achieving goals.

State of the Environment Report: This report, published by the Governor's Office of Planning and Research, provides an assessment of the current quality of the environment and the historic progress made by residents, regulated community, state and local government and the Agency in improving the environment and quality of life in California. It is intended for the general public and relies heavily on the use of environmental indicators, demographic data, growth, energy, land use and transportation facts and trends to report the state-of-the-State's environment.

Environmental Indicators Report: This report provides the data sources and analyses needed to determine the public and ecological health of California. Cal/EPA will embark on a mission to develop and maintain environmental indicators over the next year. The report will be available for use by managers, the regulated community, scientists, stakeholders, and the public.

Agency-wide Synthesis: This is a virtual document, created on the Internet to link the board, department and office Strategic Plans with the Cal/EPA Strategic Vision. Combined, the documents represent the strategic agenda for Cal/EPA and its boards, departments and office into the future. When fully developed, there will also be linkages with other state, local and federal agencies.

Figure 1 below illustrates how the Cal/EPA Strategic Vision and the Strategic Plans of the boards, departments, office (BDOs) and Agency will provide an annual cycle of planning, resource allocation, action, evaluation, and adjustment.

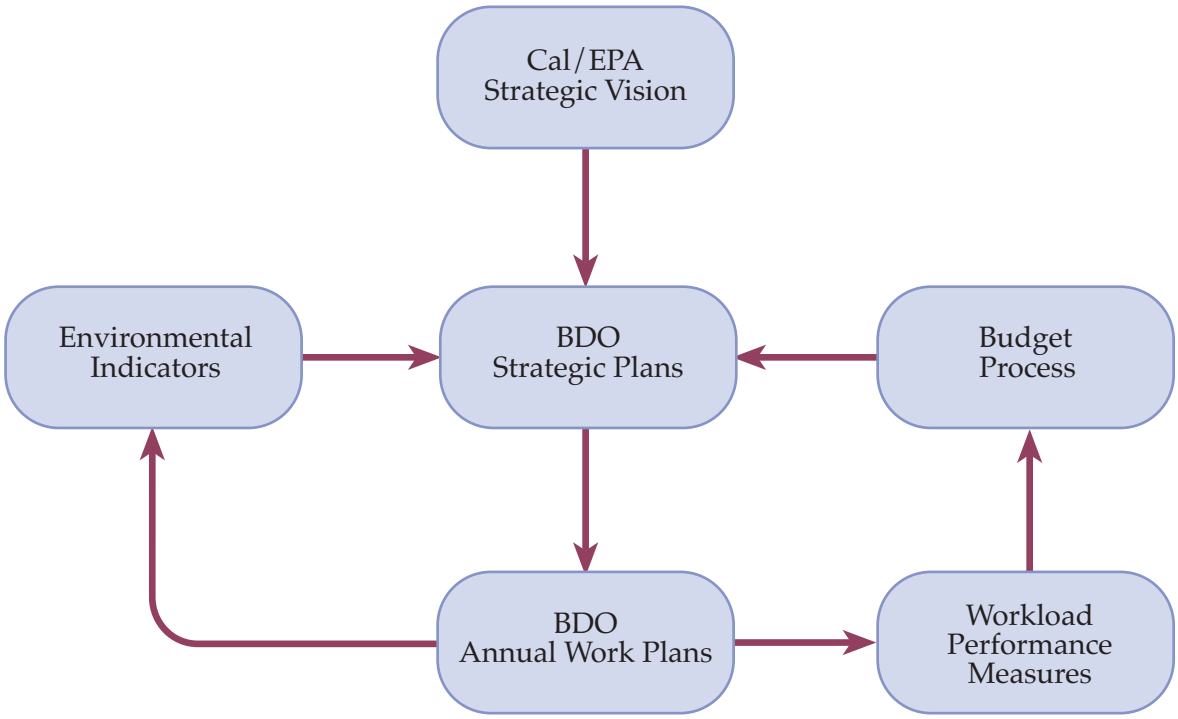
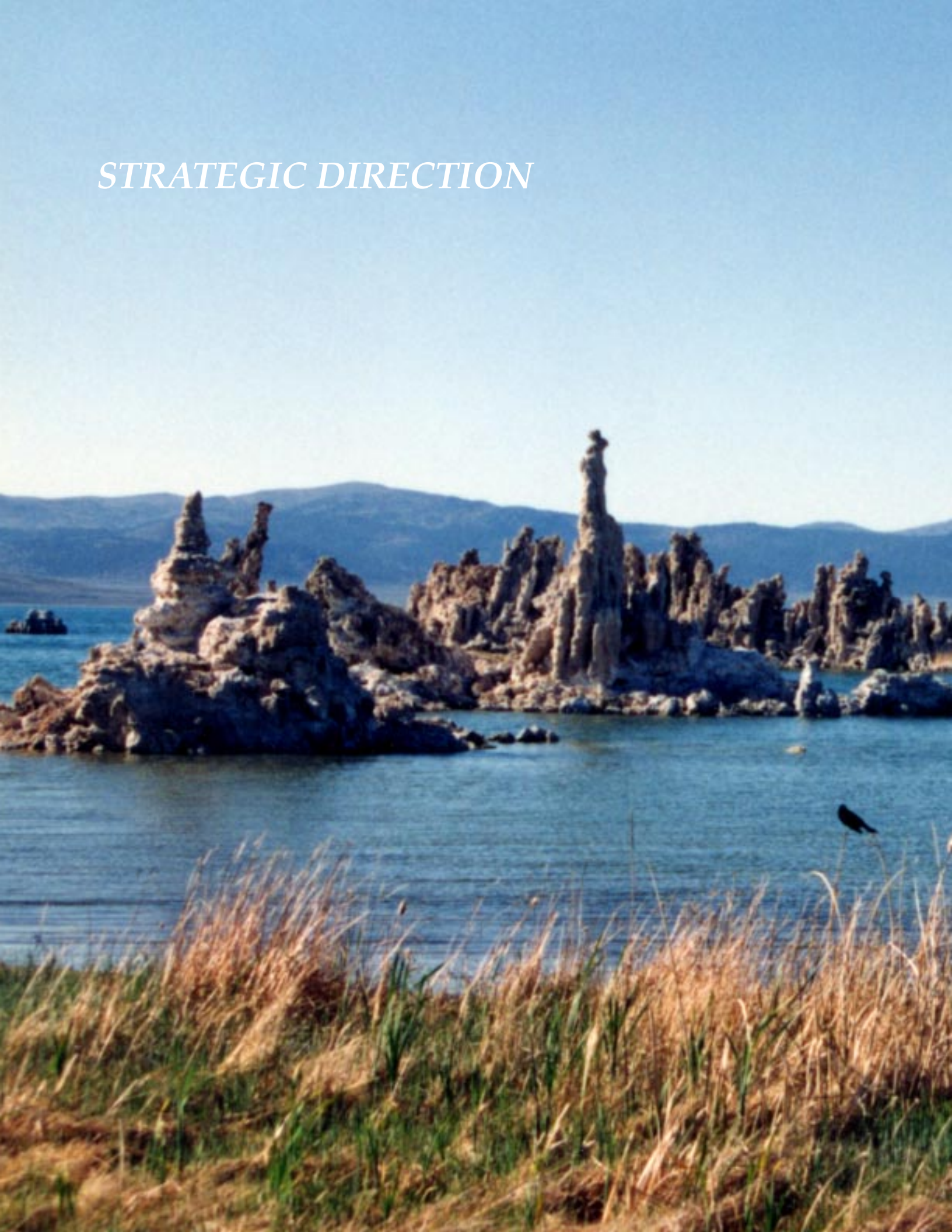
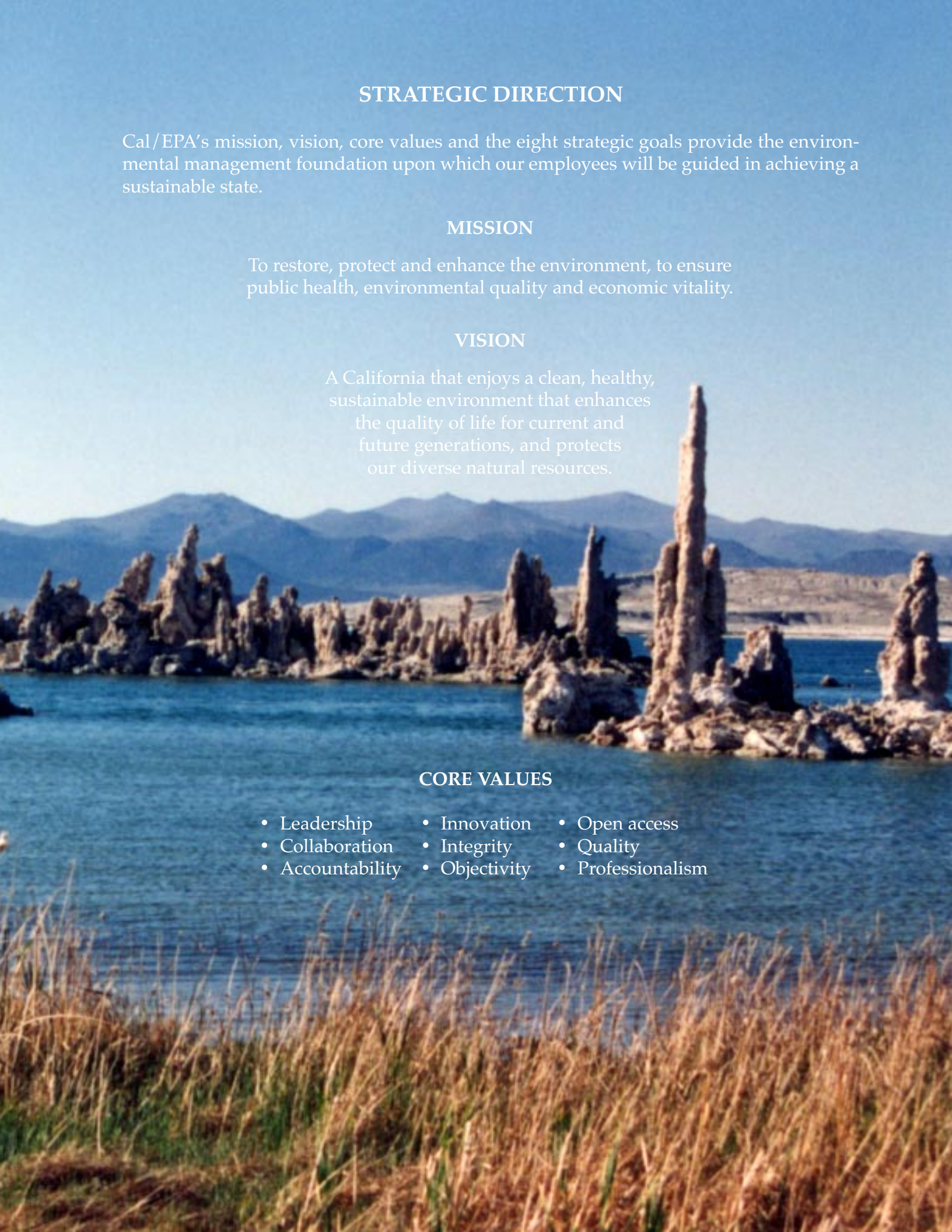


Figure 1—Planning and Decisions Process

As California enters the 21st Century, it is crucial that our approach to environmental protection leverage all that we know about science, ecology, economics and development. Cal/EPA's new approach to protection is not simple or isolated. Development and application of the science necessary to protect California and Californians for the next hundred years will require a level of cooperation and coordination unparalleled in our history. This document is the first step in that direction.

STRATEGIC DIRECTION





STRATEGIC DIRECTION

Cal/EPA's mission, vision, core values and the eight strategic goals provide the environmental management foundation upon which our employees will be guided in achieving a sustainable state.

MISSION

To restore, protect and enhance the environment, to ensure public health, environmental quality and economic vitality.

VISION

A California that enjoys a clean, healthy, sustainable environment that enhances the quality of life for current and future generations, and protects our diverse natural resources.

CORE VALUES

- Leadership
- Collaboration
- Accountability
- Innovation
- Integrity
- Objectivity
- Open access
- Quality
- Professionalism

STRATEGIC GOALS

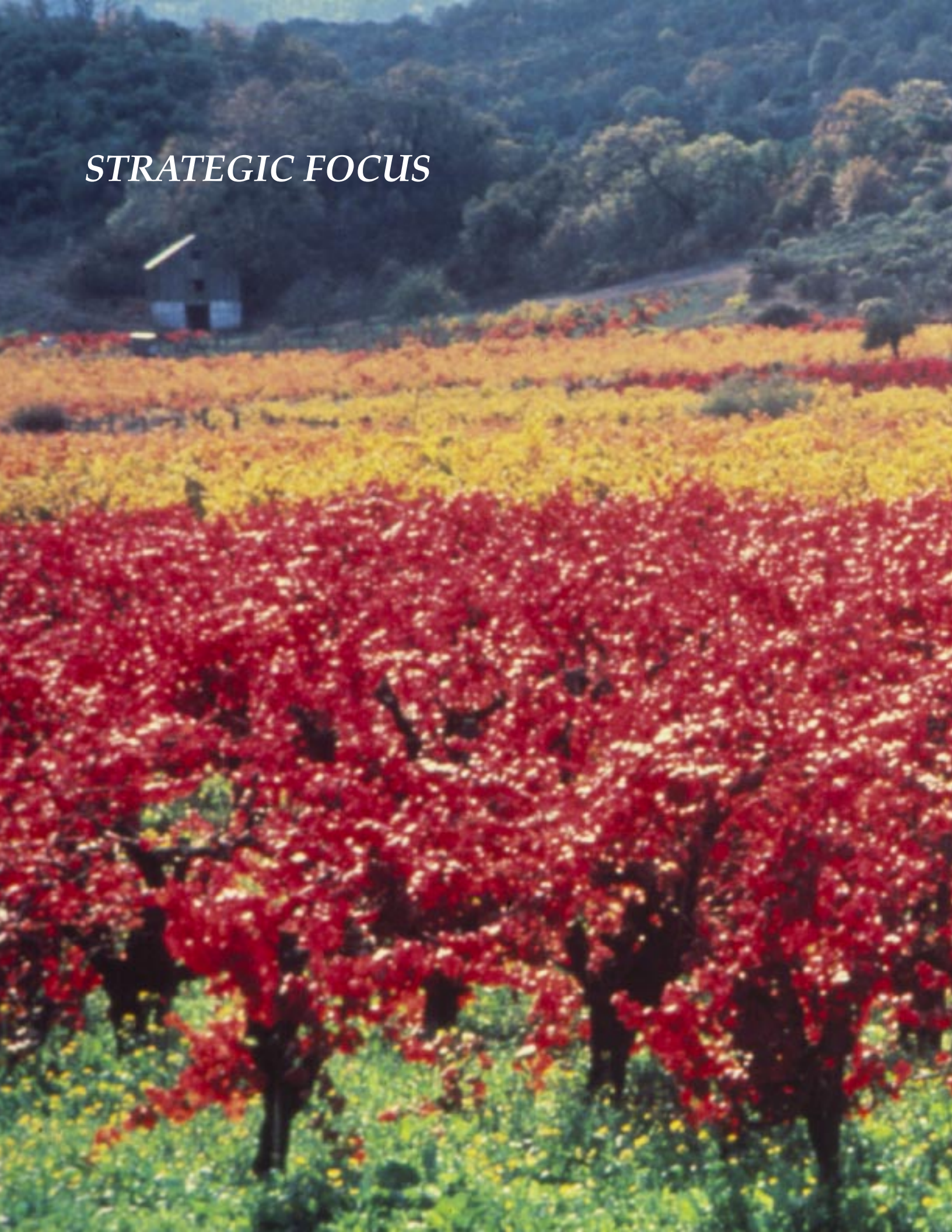
GOAL 1	**Air that is healthy to breathe, sustains and improves our ecosystems, and preserves natural and cultural resources.**
GOAL 2	**Rivers, lakes, estuaries and marine waters that are fishable, swimmable, support healthy ecosystems and other beneficial uses.**
GOAL 3	**Groundwater that is safe for drinking and other beneficial uses.**
GOAL 4	**Communities that are free from unacceptable human health and ecological risks due to exposure from hazardous substances and other potential harmful agents.**

GOAL 5 **Reduce or eliminate the disproportionate impacts of pollution on low-income and minority populations.**

GOAL 6 **Ensure the efficient use of natural resources.**

GOAL 7 **Continuous improvement and application of science and technology.**

GOAL 8 **An efficient and effective Cal/EPA in pursuit of its mission.**



STRATEGIC FOCUS

STRATEGIC FOCUS

PREPARING FOR A NEW ERA OF ENVIRONMENTAL PROTECTION

New, more complex challenges face us at the dawn of the 21st Century. We achieved many of our past gains by focusing on the largest or most obvious sources of environmental problems. We established and enforced requirements that prescribed not only the results but also how they were to be achieved. As we look forward, we must fundamentally alter our approach to environmental protection. This Strategic Vision aims to match our past success by developing new strategies rooted in our understanding of the causes of environmental problems.

Over the next several years, Cal/EPA's approach to managing the environment will evolve in two important ways:

- Through place-based approaches, such as watershed management, we will place greater emphasis on contributors to environmental impacts such as motor vehicles, residential use of pesticides and other household products, and agricultural use of pesticides and fertilizers.

- We will move the current framework for regulating industrial and commercial activity toward a performance-based system that recognizes environmental leaders, provides new incentives and increased technical assistance to improve performance, and increases oversight and enforcement for those not meeting minimum compliance and performance standards.

In addition, within each of our strategies, we will increasingly seek to:

- Strengthen and expand partnerships to multiply our effectiveness, and,

- Measure and publicly report our performance.

CAL/EPA MANAGEMENT PRIORITIES

Cal/EPA has several overarching management objectives that reflect a commitment to solve rather than react to environmental issues and to overcome the administrative, jurisdictional, and organizational constraints of a program structure organized around individual media. These priorities include:

- **Establishing an Agency-wide strategic planning process for Cal/EPA that will interrelate the strategic plans of the boards, departments, and office into a single Cal/EPA Strategic Plan**

  This Cal/EPA Strategic Vision initiates a process designed to coordinate, for the first time, the programs of the six boards, departments and office of Cal/EPA toward common goals. The Vision, coupled with the seven separate but interrelated strategic plans of the Agency's boards, departments, office, and the Office of the Secretary, will be linked electronically, comprising a comprehensive agency-wide synthesis of plans for Cal/EPA.

- **Adopting environmental indicators**

  Environmental indicators—information that directly measures the health of the environment—are needed to transform the present single-medium reactive approach to a cross-media approach that partners with the Legislature and the Governor in making policy, allocating resources for maximum value, and making adjustments in priorities.

- **Establishing cross-media strategies and coordination**

  Pollution occurs without respect to jurisdictional or organizational boundaries. The medium-specific organizational structure of environmental protection in California presents significant challenges to program managers who must ensure that a strategy that solves a problem in one medium does not create a problem in another. It is necessary therefore to create cross-media strategies for addressing environmental problems.

- **Providing, managing and disseminating information**

  We live in a knowledge-based society. The astonishing increases in productivity accompanying the new tools of information management and dis-

semination provide opportunities to acquire and apply scientific and engineering knowledge that we did not have in earlier decades.

Cal/EPA will structure its organization, information management, and technological resources so that researchers, applied scientists, engineers, program managers, and the public will have access to environmental information from California and around the globe.

- **Enhancing risk assessment**

  Risk assessment is at the core of our ability to make policy and risk management decisions based on sound science. Risk assessment should be expanded to include an evaluation of the risks to the ecology of our State as well as to public health. Risk assessments also must be of consistent high quality throughout the Agency. As we perform ecological and human health risk assessments, we must be diligent in using sound science and current data in addressing both acute and chronic risk. Communication between risk assessors and risk managers must improve.

- **Improving risk management**

  Cross-media risk management begins with well-crafted rules of general application that regulate appropriately to prevent risk rather than respond to it. Risk management must also be focused on pollution prevention and cross-media impacts.

- **Improving enforcement**

  Enforcement of the law must be consistent, predictable, fair, and equitable. There can be no equivocation or hesitation in the pursuit of individuals or businesses violating laws that protect human health and the environment. Enforcement efforts must be prioritized to address the worst violators and environmental harm first. A sufficient enforcement presence to deter violators is the preferred strategy rather than sporadic enforcement efforts dependent on exorbitant fines or penalties to punish the few who are caught. Finally, we need to adequately train our inspectors and enforcement personnel to mete out quick and sure justice designed to stop illegal activity as quickly as possible with appropriate cross-media coordination.

- **Designing place-based approaches to environmental management**

  Whether we are evaluating the cumulative impact of air emissions from a dozen facilities in a single community, or considering the effects of diffuse or nonpoint sources of water pollution on a watershed, place-based management means considering the entire geographic area. This involves understanding the sources contributing to the problem and the opportunities for improvement, and designing remediation strategies accordingly.

  Understanding sources of pollution on a spatial basis can play a dramatic role in land use decisions by local governments. Local governments have the ability to plan and manage land use to protect the environment but often do not have adequate information upon which to understand the full impacts of their decisions. They require greater access to information and technical resources to improve this decision-making process.

  The boards, departments, and office of Cal/EPA have much of the information local governments need, but do not now have the means to aggregate the information for effective use. Developing a Geographical Information System (GIS) that will provide spatially/geographically displayed information through computerized mapping will be a high priority for Cal/EPA over the next two years.

- **Employing performance incentives for continual improvement**

  Much of the progress over the past 30 years was achieved by regulating changes in industrial practices. The corporate culture of industry has evolved to the point that we now have begun to work as partners with many in the industrial and commercial sectors. Over the next several years, we will evolve the current regulatory framework toward a performance-based system that fosters continual improvement.

  The new regulatory framework will feature:

  - New methods to evaluate a facility's environmental performance—on a facility-wide, multi-media basis—that will allow the public, the Agency and the firms themselves to assess their performance and progress over time;
  - Incentives to engage local government and community organizations in facility environmental planning;
  - Performance partnership agreements with our industrial partners that establish facility-specific environmental goals and targets corresponding to those of the watershed, community or state;
  - Public recognition programs for top performing facilities;
  - Integration of pollution prevention strategies into the mainstream of the permitting and regulatory process;
  - Different degrees of regulatory flexibility and oversight for facilities based upon their demonstrated capability and environmental performance; and,
  - Closer scrutiny, enforcement and technical assistance for facilities not meeting compliance and performance standards.

- **Building and strengthening partnerships**

  Cal/EPA provides leadership and assistance in environmental management, but improving the quality of life for all Californians requires the active participation of the people who live, work and raise families in California.

  Strategies based on strong partnerships will, therefore, be among our most effective tools. Public outreach efforts will focus on educating and informing citizens about environmental problems we face and the strategies we will employ to solve them. We will also report our success or failure.

  Partnerships with communities, non-governmental organizations (NGOs), farmers, local governments and business will be developed to identify both the sources of pollution and opportunities for improvement.

- **Managing for environmental results**

Historically, we have measured our success by counting the number of permits we issued, inspections conducted and dollars collected. In the past, we reasonably believed that the more we did, the more improvement we would achieve. The challenges we face today are more complex, requiring more sophisticated solutions. Simply doing more of the same will not achieve the continued increases in environmental improvements that are required. We, therefore, must begin measuring our progress based on the outcomes of our work—the results we achieve—not how much work we do.

To ensure the Agency's results-based management system succeeds, it must be supported by a scientifically sound environmental system. The Agency will continue to use the best available science, technical analyses and data to better understand current and future environmental problems, as well as to develop efficient, effective and innovative solutions to solve these problems. Credible results will depend on the Agency's technical information, methods, and evaluations being reliable, accurate and timely.

Since Cal/EPA shares a common interest with the Resources Agency and the U. S. Environmental Protection Agency (U. S. EPA)—protecting the environment and preserving the State's natural resources—we will ask these agencies to co-sponsor the development of environmental indicators, led by the Office of Environmental Health Hazard Assessment (OEHHA).

OEHHA will work closely and collaboratively with the boards and departments of Cal/EPA, Resources Agency departments, U. S. EPA, the University of California, nationally prominent scientists, and stakeholder groups to determine a set of credible, scientifically sound environmental indicators. Once indicators are developed, OEHHA will assume the lead responsibility for maintaining, amending or adding indicators that enhance our ability to measure success or failure in meeting environmental objectives.

We will use the indicators to help us understand and evaluate:

- The causes of problems we must address;
- The current status of the environment, progress in improving it, and the quality of life for California residents; and,
- The effectiveness of our strategies.

The following diagram describes the process for developing and maintaining environmental indicators.

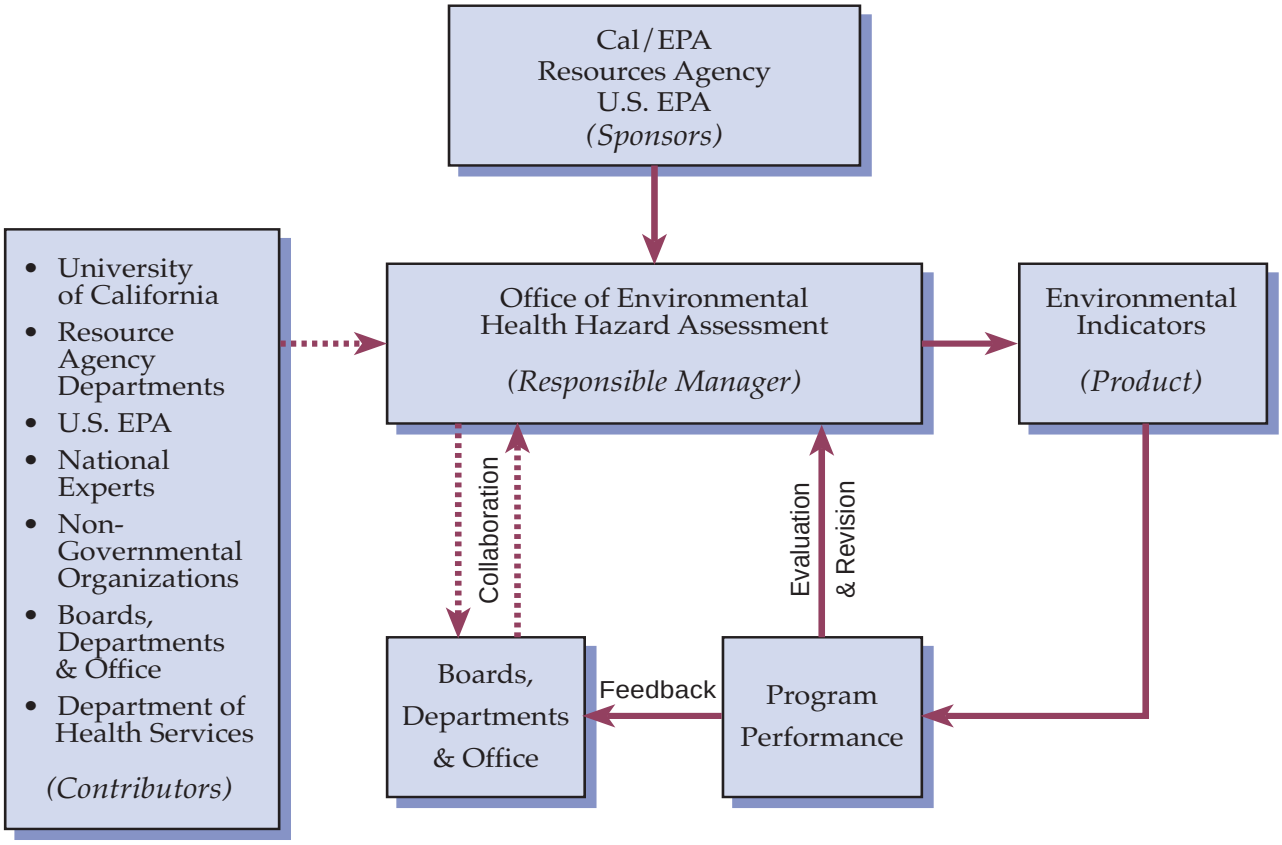


Figure 2—Environmental Indicators Development and Maintenance Process

Our approach to managing toward environmental results will provide an integrated, cross-media foundation from which to move with greater certainty in determining the course changes required to achieve our strategic objectives.

STRATEGIC OBJECTIVES

Healthy food

Clean air

Sound science

Recycled content material

Brownfields cleanup

Clean water

STRATEGIC OBJECTIVES

Following are the key objectives associated with each goal of Cal/EPA's Strategic Vision. These objectives form the primary focus of the Agency's boards, departments, and office strategic plans and program strategies.

GOAL 1 Air that is healthy to breathe, sustains and improves our ecosystems, and preserves natural and cultural resources.

OBJECTIVES:

- Meet the federal and State standards for all criteria pollutants by the required deadlines.
- Maintain air quality in the areas already meeting health standards.
- Identify and reduce emissions and public health risk of non-criteria toxic pollutants.
- Reduce air pollution loading to land and water.
- Reduce emissions of greenhouse gases.
- Reduce ozone depleting gases.
- Reduce the public health risk of indoor air pollution.
- Reduce regional haze to improve visibility.

GOAL 2 Rivers, lakes, estuaries, and marine waters that are fishable, swimmable, support healthy ecosystems and other beneficial uses.

OBJECTIVES:

- Restore impaired surface waters to standards that protect the public health and environment.
- Maintain and restore all beneficial uses of water.
- Eliminate or reduce and control adverse public health and environmental impacts associated with the use of toxic and non-toxic pollutants in surface waters.
- Maintain and restore sediment and water quality such that fish and shellfish are safe to consume.
- Restore and maintain inland riparian corridors and associated buffers for water quality, biological health, wildlife habitat, flood control, public safety, and bank stability.
- Restore and maintain the functional integrity of the marine and estuarine systems for water quality, biological health, wildlife habitat, storm protection, public safety and shoreline stability.

GOAL 3 Groundwater that is safe for drinking and other beneficial uses.

OBJECTIVES:

- Eliminate or reduce and control adverse public health and environmental impacts associated with the use of toxic and non-toxic pollutants in groundwater.
- Restore impaired groundwater to standards that protect the public health and environment.

- Prevent subsidence of groundwater aquifers.
- Prevent seawater intrusion of groundwater aquifers.
- Protect groundwater aquifers from pollution at well-head and water recharge areas.

GOAL 4 Communities that are free from unacceptable human health and ecological risks due to exposure from hazardous substances and other potential harmful agents.

OBJECTIVES:

- Reduce the use of persistent bioaccumulative toxic chemicals.
- Reduce hazardous waste generation.
- Reduce solid wastes.
- Minimize and assure safe land disposal of solid and hazardous wastes.
- Minimize the risk to public health and the environment from contaminated sites.
- Minimize the public health and environment impacts of industrial facilities and chemical releases.
- Ensure that hazardous materials handlers and facilities are in full compliance with all operating standards.
- Ensure that inactive solid and hazardous waste facilities are safely closed and maintained.

GOAL 5 Reduce or eliminate the disproportionate impacts of pollution on low-income and minority populations.

OBJECTIVES:

- Minimize the public health and environmental impacts of existing facilities.
- Assist the Governor's Office of Planning and Research and local land use agencies in developing model land use ordinances which address siting of future hazardous materials, waste, transportation or handling facilities and activities.
- Reduce the impacts of pollution from existing hazardous materials, waste, transportation and handling facilities or activities.
- Assist the Department of Education in developing model school siting policies to avoid exposing children to pollution.

GOAL 6 Ensure the efficient use of natural resources.

OBJECTIVES:

- Increase the use of reclaimed water.
- Ensure a fair and stable allocation of the state's surface water resources.
- Increase the role of water markets and the water transfer process in the allocation of water.
- Effectuate reduction, reuse, and recycling of raw materials.
- Increase conservation of water.
- Decrease the use of energy and increase the proportion of renewable energy.
- Maximize the redevelopment and productive use of brownfields.

GOAL 7 Continuous improvement and application of science and technology.

OBJECTIVES:

- Promote the development, commercialization and use of effective environmental techniques and technologies.
- Ensure all actions taken under California's environmental protection programs are based on sound science.
- Establish consistent agency-wide risk assessment and risk management protocols using objective, scientific evaluations.
- Ensure environmental impacts for all media are considered in environmental policy and management decisions.
- Identify and assess the health and environmental risks associated with high-volume chemicals.
- Recruit and retain qualified scientists.

GOAL 8 An efficient and effective Cal/EPA in pursuit of its mission.

OBJECTIVES:

Lead by Example

- Promote a "green" Cal/EPA.
- Lead the effort to "green" California State government.
- Ensure the California Environmental Quality Act is appropriately utilized in making project decisions.
- Engage the public and business community in taking personal and corporate responsibility for environmental improvement through education and outreach.
- Coordinate agency programs for children's health.
- Increase cross-border and tribal environmental initiatives and programs.

Innovation

- Create a Plan for a Sustainable California.
- Promote the implementation of Environmental Management Systems.
- Promote integrated permitting, inspection and enforcement programs.
- Develop and use meaningful environmental and performance indicators.
- Create an Internet-based, agency-wide, integrated information management system that is accessible to the public.

Management

- Expand and improve cross-media communications, collaboration, and training.
- Establish agency-wide enforcement policy, standards and reporting.
- Coordinate emergency response roles and responsibilities, and provide adequate funding.
- Conduct continuous evaluations of program effectiveness.

ACHIEVING THE VISION

ACHIEVING THE VISION

What will it be like in California when the Cal/EPA Vision is achieved?

Decisions affecting natural resource systems will be guided by the understanding that all aspects of life in California are interconnected, interdependent and cumulative. Cal/EPA and its sister State agencies will be mindful of the needs of this and future generations when goals and policies are set to promote clean water, healthful air quality, safe and nurturing communities, and vibrant ecosystems. There will be a green State government. State agencies, local and federal agencies will coordinate their programs and integrate information. Progress toward achieving our goals will be measured by environmental results, not by counting permits issued or fines collected.

Throughout California, we will all understand and appreciate that our State's natural resource systems are fundamental to our economy, communities and quality of life. We will have learned that the choice between jobs and environment is a false one. When we destroy or irrevocably alter our natural resource systems, we inevitably end up paying a much greater price. We will have learned how to design with nature, to match our needs with essential natural processes.

Financial incentives and regulatory reform will result in green businesses and technologies that provide jobs and profits while improving the environment. We will have made the transition from a system of strict regulations to one of cooperative goal-setting and flexible means of achieving those goals. Conservation incentives and regulatory strategies will increase competition and harness private markets for the public good and will reduce energy costs. At the same time, emissions trading will reduce the cost of restoring and maintaining air and water quality. Cooperative planning will more effectively protect environmental resources and healthy ecosystems. Many of California's indigenous species will have rebounded and will continue to flourish. Eco-tourism will continue to grow in popularity and importance to local economies.

California's waterways, groundwater aquifers and coastal areas will prosper and will continue to prosper in the future, supporting healthy commercial and sport fishing, a robust agricultural economy, and large numbers of visitors throughout the year. Careful planning along California's coast will continue to avert irreparable damage to the delicate beach environment and will contribute to the protection, restoration and enhancement of coastal land and water habitats.

TERMS AND DEFINITIONS

Goals: Goals establish a desired result that the Agency is working to achieve.

Objectives: Specific and measurable targets for accomplishment of a goal. Objectives mark interim steps toward achieving an agency's long-term mission and goals.

Strategies: Strategies are multiple activities and tasks that are organized and employed to address one or more key issues. Strategies sometimes involve more that one program and often affect multiple environmental media (i.e., air, water).

Milestones: Milestones provide short and mid-range targets against which we measure progress toward environmental and operational goals. Milestones are by design reasonably ambitious targets for improvement within a specific timeframe. Each of the boards, departments and office of Cal/EPA will include milestones for each goal in their Strategic Plans.

Indicators: Indicators summarize large amounts of complex information in a concise, easily understood format to provide tools that measure progress toward achieving milestones.

Performance Measures: Performance measures are management tools that measure work performed and results achieved. They describe what is to be measured and the methods of measurement. Performance measures are workload oriented and are used to properly allocate resources for specific tasks.

Agency-wide Synthesis: This is a virtual document, created on the Internet to link the board, department and office Strategic Plans with the Cal/EPA Strategic Vision. Combined, the documents represent the strategic agenda for Cal/EPA and its boards, departments and office into the future. When fully developed, there will be linkages with other state agencies, as well as local and federal agencies.

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