

ECOSTATES

The Journal of the Environmental Council of the States



Sharing Solutions

ECOStates

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President's Corner

Dear Friends:

I've been at this job a long time. Some would say too long. But among the ECOS officers, I'm the short-timer. Bob King of South Carolina has been at this for over 30 years in one capacity or another. It's beginning to show.

Lest you think this is just a little trip down memory lane, I do have a point. Over the course of my career I have made certain assumptions. I have assumed that the White House understood what state environmental agencies do. The same goes for Congress and the Office of Management and Budget (OMB). I believed that U.S. EPA relied on the states so much that they would be our advocates. After all, 90 percent of EPA's delegable workload has been transferred to the states, by ECOS estimates. States conduct at least 90 percent of the enforcement actions taken in the United States and collect about 94 percent of the data in EPA's main environmental quality databases.

Well, it turns out I was wrong. In recent conversations with White House Council on Environmental Quality and OMB personnel, congressional staff, and others, there seems to be little understanding of the breadth and depth of state activity.

Moreover, it's become painfully apparent to the ECOS leadership in recent planning meetings with EPA officials that funding for state programs does not rank

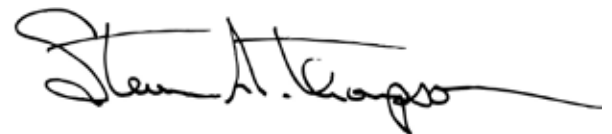
high among EPA's priorities.

These are problems that must be solved. At the Spring Meeting in Washington, D.C., we asked that you begin to look at our vision and mission statement to help us focus the message that state environmental agencies deliver the lion's share of environmental protection in this country. Through permitting, inspection, enforcement, technical assistance, certification of operators, customer assistance, pollution prevention, and an almost endless list of other activities, this country's air, water,

and land are protected by the states. And as this edition of *ECOS* states clearly demonstrates, it is the states that are developing innovative solutions to some of our most daunting environmental problems—often in the face of funding shortfalls.

Once we have focused our message we must send it. Through the staff and through our individual contacts, we must make the point that the "states deliver!"

Best wishes,



Steven A. Thompson

President, Environmental Council
of the States

Executive Director, Oklahoma
Department of Environmental Quality



Steven A. Thompson



Water Quality Solutions

NORTH CAROLINA'S ECOSYSTEM ENHANCEMENT PROGRAM—A NEW MODEL FOR MITIGATION

BY WILLIAM D. GILMORE

NORTH CAROLINA'S ECOSYSTEM ENHANCEMENT PROGRAM (EEP) addresses a challenge familiar to every state in the nation—achieving responsible economic development while simultaneously protecting the environment. In every state, new roads and other economic development cannot go forward if environmental safeguards aren't achieved as required by federal clean water laws. North Carolina is working to meet this test by addressing environmental impacts proactively and comprehensively through the newly created, groundbreaking EEP.

During the mid-1990s, the state began to experience increased project delays in transportation infrastructure improvements due to shortcomings in meeting federal clean water permitting requirements. In response, the state launched a process improvement initiative in 2001 that

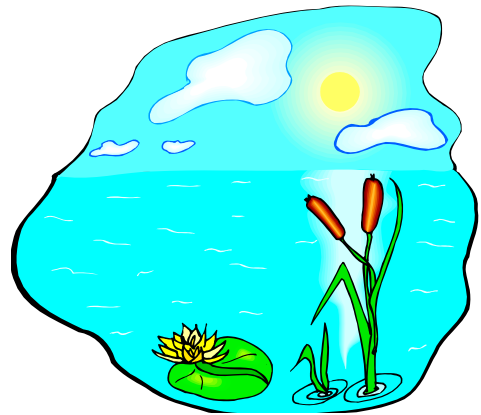
EEP thus allows North Carolina to stockpile mitigation credits years in advance of the time when they will be needed to clear permitting hurdles for transportation improvements and other economic development.

involved input from 10 state and federal environmental agencies. The task force included representatives with interests in water quality, endangered species protection, coastal resource management, highway infrastructure development, and environmental protection.

Designing a Blueprint for Change

This team quickly identified a key factor that would influence the fate of rethinking mitigation practices in North Carolina. If a bold new approach were to succeed, then the program's

sponsors would have to support changing the status quo, avoid direct resistance to moving forward, creatively explore new roles and relationships, and commit fully to the concept of EEP.



The task force examined the procedures of two state departments—Transportation (NC-DOT) and Environment and Natural Resources (NCDENR)—working independently to compensate for development through mitigation. The panel found significant inefficiency in the old system and recommended a bold new approach.

North Carolina would address the challenge of balancing needed growth with environmental protection by making the state's environmental agency—not its transportation agency—responsible for transportation infrastructure mitigation. And, in carrying out this mission, North Carolina would base its mitigation on a solid foundation of watershed planning that goes beyond mere environmental permitting compliance. The state decided to leave behind the project-by-project strategy that had defined mitigation in the past. Instead, it would advance environmental stewardship through the identification of unique enhancement opportunities

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North Carolina's Ecosystem Enhancement Program— A New Model for Mitigation

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that provide both substantial benefit and protection to the state's natural resources, and promote responsible economic growth.

Breaking the Mitigation Mold

EEP's innovation lies in its proactive nature. Funds are invested in advance by the state's transportation leadership for environmental protection, before damage to wetlands and waterways occur. EEP thus allows North Carolina to stockpile mitigation credits years in advance of the time when they will be needed to clear permitting hurdles for transportation improvements and other economic development. The program was created under

more land acquisition and open space preservation. The partnership's aim is to provide fair economic return to landowners while preserving high-quality sites in perpetuity for future generations. The relationship draws upon the expertise, innovation, and local knowledge of the land trusts.



EEP in 2005 earned distinction as one of the top 50 innovative initiatives in the nation (out of more than 1,000 applicants) from Harvard University's Kennedy School of Government, as well as an award for local watershed planning from the National Association of Environmental Professionals.

a memorandum of agreement among NCDOT, NCDENR (where it is housed), and the U.S. Army Corps of Engineers in July 2003.

EEP projects are accomplished through public-private collaborations involving teams of private engineering and biological contractors who help oversee project identification, design, development and review, and construction management. These efforts embrace the expertise of all stakeholders affected by EEP's mission, and focus on comprehensive plans to restore, enhance, and protect wetlands, thus improving water quality and protecting habitat in each of the state's 17 river basins.

Also significant—and perhaps unprecedented on its scale nationwide—is a contractual relationship developed under the initiative with 23 separate land trusts across North Carolina to pro-

Exporting the EEP model

The concepts that underpin EEP can be replicated elsewhere. Given the sometimes conflicting interests that such an initiative must encompass, three key variables should be addressed:

- ❖ **Secure funding commitments for organizational development and implementation.** When EEP unveiled its two-year budget request to the North Carolina Board of Transportation, the policy-setting and project-approval body for the NCDOT, a palpable “sticker shock” was evident among the board members. Mitigation costs always had been considered part of the costs of doing business in the transportation department, buried in the details of project costs.
- ❖ **Avoid political minefields.** The success of an EEP-type program will require political support from the top down. The concept by definition is controversial, bringing together bureaucracies that traditionally have highly divergent priorities. In North Carolina, such support came early from Governor Mike Easley, NCDOT Secretary Lyndo Tippet, and NCDENR Secretary Bill Ross.
- ❖ **Build trust.** Without critical partner relationships between the governor's office and the secretaries of NCDOT and

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MICHIGAN EXPERIENCES SUCCESS IN USE OF THE EXCHANGE NETWORK TO STREAMLINE REPORTING

BY MIKE BEAULAC AND KURT RAKOUSKAS

THE BUSINESS OF MANAGING and solving environmental problems has become highly information intensive. Policy makers and other stakeholders need access to timely, accurate, and consistent information that

After two years of using the National Environmental Information Exchange Network (Exchange Network) to streamline its process for handling Discharge Monitoring Reports (DMRs), the DEQ has achieved cost savings for both the state and regulated facilities. The agency also reports higher quality data enabling managers and analysts to make better decisions for our environment.

presents a holistic picture of the environment. As the primary implementers of environmental regulations in the United States, states must strive to collect, manage, and share environmental data

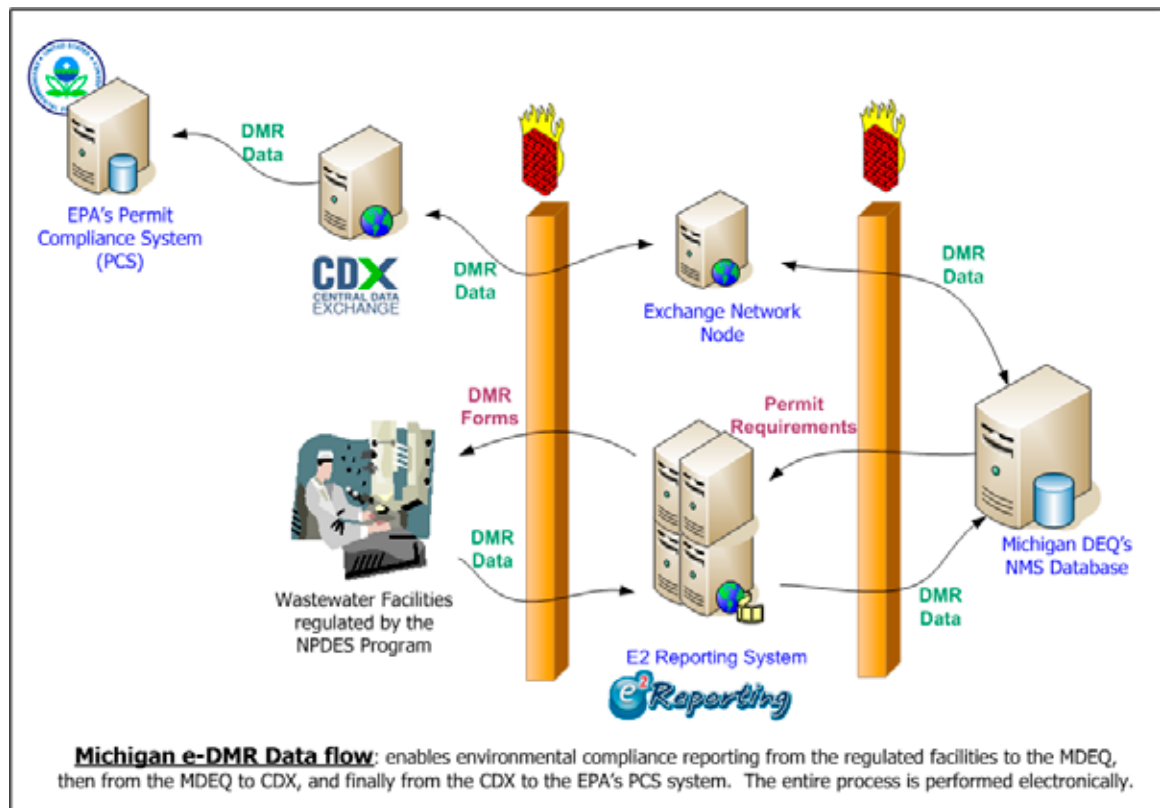
as efficiently and effectively as possible.

Today, the Michigan Department of Environmental Quality (DEQ) is recognized by the U.S. Environmental Protection Agency (U.S. EPA) and other states as having one of the most advanced and efficient electronic wastewater reporting systems in the country. After two years of using the National Environmental Information Exchange Network (Exchange Network) to streamline its process for handling Discharge Monitoring Reports (DMRs), the DEQ has achieved cost savings for both the state and regulated facilities. The agency also reports higher quality data enabling managers and analysts to make better decisions for our environment.

The Exchange Network

States are increasingly turning to the Exchange Network to meet the demand for high-quality data. The Exchange Network is a partnership

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Michigan Experiences Success in Use of the Exchange Network to Streamline Reporting

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among states, tribes, territories, and EPA that is revolutionizing the exchange of environmental information.

Exchange Network partners use standard web services and eXtensible Markup Language (XML) to share data efficiently and securely over the Internet. XML is a standardized language that transforms information into a common data structure and format that all computers can understand.

Michigan's Streamlined Process for Facilities that Discharge Wastewater

Facilities in the United States that discharge wastewater are required to submit DMRs to their state regulatory agency. These DMRs sum-

Use of the Exchange Network has enabled the Michigan DEQ to eliminate its three-year DMR backlog in the first 18 months of the e-DMR project.

marize the quantity and quality of the wastewater and allow regulators to track a facility's compliance with its discharge permits. Monthly submissions make DMRs one of the nation's largest reporting requirements, second only to tax reporting.

Like many states, Michigan had traditionally collected DMR data from facilities by mail, manually input the data into its own data systems, and then entered that same data into the U.S. EPA's Permit Compliance System to meet its reporting requirements. The DEQ identified several problems and inefficiencies in its paper-based DMR submission process:

- ❖ Paper DMRs required manual data entry that was labor intensive and costly.
- ❖ Daily wastewater reports had accrued a three-year backlog.
- ❖ Duplicative data entry into separate state

and federal systems was time-consuming and subject to keying errors.

- ❖ Decision makers did not have access to timely or accurate wastewater discharge data.

With increasingly scarce resources and a high demand for quality data, the DEQ needed a better way of doing business.

Michigan found its answer by combining an innovative e-government solution with the Exchange Network. In the spring of 2003, the DEQ launched an electronic data collection system called E2. This system allows regulated facilities to upload electronic DMRs (e-DMRs) through the state's website. Users can manually enter data on a web entry form, copy and paste their data from an existing spreadsheet, or upload a file in XML to the E2 secure electronic reporting database.

Data from E2 is captured and sent via XML to Michigan's National Pollutant Discharge Elimination System (NPDES) Management System (called NMS), which stores the agency's water permit data. Using XML and web services, the state can automatically send its DMR data from NMS to EPA's Permit Compliance System, thereby fulfilling its reporting requirements under the Clean Water Act.

Results to Date

After the first 24 months, more than 40 percent of Michigan facilities were reporting electronically, and this data was automatically sent to the U.S. EPA via the Exchange Network. Michigan projects that it is saving between \$250,000 and \$500,000 annually as a result of the e-DMR project. Members of the state's regulatory staff no longer need to manually enter data into multiple information systems. This has dramatically reduced labor costs and eliminated the need to correct inconsistencies stemming from data entry errors.

Regulated facilities also are enjoying a cost savings as a result of the project. Michigan es-

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Michigan Experiences Success in Use of the Exchange Network to Streamline Reporting

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estimates the annual savings for wastewater facilities that use electronic reporting at about \$2,000 per facility, or \$2.5 million statewide. With all of these efficiencies, the state anticipates a full return on its investment in just three to four years assuming full facility participation.

As electronic reporting and XML technology have replaced other outmoded methods for exchanging data, the level of access to high-quality data has improved dramatically. Information that once took months to reach analysts is now available in nearly real time. Data is entered once and then transferred automatically and consistently from system to sys-

tem. Use of the Exchange Network has enabled the Michigan DEQ to eliminate its three-year DMR backlog in the first 18 months of the e-DMR project.

Mike Beaulac is the state assistant administrator and technical liaison for the Michigan Department of Environmental Quality. Kurt Rakouskas is a senior project manager with ECOS supporting state participation on the Exchange Network. To learn more about Michigan's e-DMR effort, contact Mike Beaulac (517) 241-7808 or beaulacm@michigan.gov. For more information on the Exchange Network, visit <http://www.exchange-network.net>.

North Carolina's Ecosystem Enhancement Program

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NCDENR, North Carolina's program never would have left the ground. Trust between the state and pertinent federal regulatory agencies is also critical, since performing to regulatory mandates is expected from EEP. Trust, sacrifice, and personal commitment are needed from all parties involved.

Earning Recognition, Getting Results

EEP in 2005 earned distinction as one of the top 50 innovative initiatives in the nation (out of more than 1,000 applicants) from Harvard University's Kennedy School of Government, as well as an award for local watershed planning from the National Association of Environmental Professionals. The reasons for this recognition speak to both creativity and results.

In its first 21 months, EEP's efforts helped to move forward about \$1.5 billion in road projects with no mitigation-related delays at a cost of about \$36 million, about 2.3 percent of the value of the projects. More than 30,000 acres of high-quality natural areas already have been

protected for future generations because of the preservation alliances that EEP has helped to identify and fund, including about 140 miles of streams and 7,000 acres of wetlands.

EEP's collaborations with private sector partners in about 400 wetland and stream restoration projects statewide have sparked economic activity while protecting water quality and wildlife habitats. EEP has carried out, is working on, or is planning about 30 local watershed plans across North Carolina.

The single-most important achievement, however, is the program's continued existence in the face of both internal and external obstacles. Through the efforts of EEP and its partners in the public and private sectors, North Carolina is changing the way that the state confronts a challenge with serious implications for economic growth and the state's overall quality of life, while providing a model for other states to emulate.

William D. Gilmore is the director of the North Carolina Ecosystem Enhancement Program. He participated in the organizational development of the program with numerous stakeholders.



BEYOND ASSESSMENT—NEBRASKA'S MULTI-FACETED APPROACH TO SOURCE WATER PROTECTION

BY ELBERT TRAYLOR AND DEANA BARGER

NEBRASKA DEPENDS HEAVILY ON groundwater resources for both agricultural production and drinking water. In fact, nearly 85 percent of Nebraskans rely on groundwater for domestic use. In light of this importance, the Department of Environmental Quality (DEQ) has worked with numerous partners to develop a multi-faceted approach to protecting groundwater sources of drinking water. Our goal is to move beyond the completed source water assessment effort to implementing on-the-ground practices that protect the drinking water supply for Nebraska citizens. Our approach includes inter-organizational coordination, education, and technical and financial assistance to communities.

Components of the DEQ's Approach

The Wellhead Protection Network was established as a quarterly roundtable among agencies and organizations that provide assis-

Our goal is to move beyond the completed source water assessment effort to implementing on-the-ground practices that protect the drinking water supply for Nebraska citizens.

tance to communities and rural residents in developing and implementing strategies to protect community and private drinking water supplies. The network allows the organizations to share experiences and knowledge. This ensures that each partner presents a uniform message to clients and enables partners to coordinate delivery of services from the organization best suited to assist with specific problems. The network pro-

vides easy access to a range of assistance through any one of its members.

The Wellhead Area Management Assistance program provides funding for a dedicated technician in select Natural Resources Districts to assist communities with wellhead protection



planning. The need of individual communities varies, but most generally start by conducting a field verified contaminant source inventory and review and revision of wellhead protection ordinances. The goal of this program is for each community to develop a written wellhead area management plan that prescribes specific best management practices that will be installed within the wellhead protection area to protect groundwater. The availability of technical assistance has dramatically increased the number of management plans submitted for state approval from the participating districts. Three of the participating districts have incorporated wellhead area management assistance as a permanent service to their communities.

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Beyond Assessment—Nebraska’s Multi-faceted Approach to Source Water Protection

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Private well owners are reached through the **Test Your Well Program**, a cooperative effort with Future Farmers of America (FFA) chapters, regional health departments, and local

Success also relies on a coordinated response from drinking water professionals in addressing these concerns, and on making funding available to implement well-planned and effective source water protection practices.

communities. Residents with private wells are invited to bring water samples to a local “Test Your Well Night” where FFA students screen the samples for nitrate contamination. The students are trained to interpret the test results and to advise residents on what actions they can take at their own homesteads to prevent nitrate contamination of their wells. A health professional is available to assist with interpretation of high scoring samples, discuss health implications, and help in forwarding a sample for more accurate testing. The Test Your Well Nights provide a non-threatening venue to educate the public about groundwater protection and to motivate citizens to protect their own drinking water supply.

Funding Options

Several funding options have been developed to assist communities in implementing source water protection practices. The **Well Decommissioning Program** pools federal, state, and local funds for mass closure of unused wells and cisterns within a community and its wellhead protection area. A single contract is let to properly decommission all unused wells identified through a community inventory. There is generally no cost to property owners who participate in the project.

The DEQ makes grant funds available to communities for source water protection activities through the **Drinking Water State Revolving Fund**. These funds may be used for community education, system security, and water quality and quantity protection. Additional funding options are being developed through the **Nonpoint Source Pollution Management Program** (Section 319) to assist communities in implementing detailed wellhead area management plans.

The Keys to Success

Nebraska citizens have become well aware through news stories and other outreach efforts that groundwater contamination is a potential threat to their drinking water supply. They do not always understand what those threats mean or what can be done to minimize them.

It is in this climate that the DEQ sought to develop a coordinated approach to move communities beyond source assessment into planning and installation of effective land management practices within their wellhead protection area that will prevent future contamination of the drinking water supply. The success of our effort depends on providing easy access to accurate information and technical assistance for communities and private citizens who are concerned about protecting their drinking water source. Success also relies on a coordinated response from drinking water professionals in addressing these concerns, and on making funding available to implement well-planned and effective source water protection practices.

Elbert Traylor is Nebraska DEQ coordinator of the State Nonpoint Source Pollution Management program. Deana Barger is Nebraska DEQ coordinator of the State Source Water Protection Program.



Environmental Health Solutions

KENTUCKY AMONG FIRST STATES TO TAKE COMPREHENSIVE LOOK AT CHILDREN'S ENVIRONMENTAL HEALTH

BY LESLIE COLE

THE KENTUCKY ENVIRONMENTAL QUALITY Commission (EQC), a state advisory board to the Governor, has produced the state's first comprehensive report to examine the incidence of certain childhood illnesses such as asthma and cancer and their potential relationship to the environment. While the federal government has issued several reports on children's health, Kentucky is among just a handful of states to have taken an in-depth look at the issue. A core set of 18 indicators along with county data, which is included on an interac-

While the federal government has issued several reports on children's health, Kentucky is among just a handful of states to have taken an in-depth look at the issue.

tive CD-ROM version of the report, are intended to improve our understanding about children's environmental health and advance strong and sustainable children's health policies in the Commonwealth.

Asthma in Children Is on the Rise

Among the report's key findings is that the incidence of childhood asthma is increasing in Kentucky. Asthma is by far the most common chronic disease of childhood. It is responsible for more missed days of school and more hospitalizations than any other childhood illness.

Data show that between the years 2000 and 2003, childhood asthma hospitalizations in-

creased more than 45 percent in Kentucky children aged 14 and younger (see graph on page 11). Of the 14,753 Kentuckians hospitalized with an admitting diagnosis of asthma in 2003, 35 percent were children under the age of 14. Jefferson County led the state in childhood asthma hospitalizations during 2003 with 650.

Numerous studies have demonstrated the potential of air pollution to trigger asthma attacks in children. In Kentucky, an estimated 312,000 children are at risk in nine counties with unhealthy levels of ozone and particulate air pollution.

Another contributing factor to asthma is secondhand smoke. The U.S. Environmental Protection Agency (U.S. EPA) estimates that between 200,000 and one million children with asthma have had their condition worsened by exposure to secondhand smoke. Kentucky has one of the highest adult smoking rates in the nation at 30.5 percent. A review of smoking rates reveals the Kentucky River Area Development District leads the state with a 40.6 percent smoking rate followed by the Cumberland Valley District with a 39.5 percent rate.

Lead in Children Still a Problem

Research also has linked certain environmental toxins to learning and behavioral disorders in children. For example, lead has been identified as causing a range of health effects in children, from behavioral problems and learning disabilities, to seizures and death.

In Kentucky, an estimated 300,000 housing units may contain lead-based paint hazards. Local health departments have been testing chil-

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Kentucky among First States to Take Comprehensive Look at Children's Environmental Health

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dren under age 6 for lead since 1992. However, the number of children tested for lead poisoning has declined 50 percent, from a high of 42,000 screenings in 1986 to a low of 19,000 screenings in 2002. Yet lead is still a real problem in Kentucky. Of the blood tests conducted in 2002, unsafe lead levels were detected in 4.9 percent of the children, which was well above the national average of 2.2 percent.

Other Children's Health Concerns

EQC also reviewed a number of other childhood health concerns in Kentucky. Among the findings were:

Cancer

- ❖ Cancer is the leading cause of death, by disease, among U.S. children under the age of 15. The five-year incidence rates

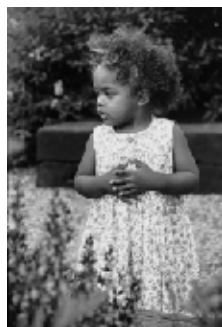
for various pediatric cancers in Kentucky were above the national rate, with the exception of leukemia.

- ❖ Three million pounds of industrial toxic chemicals released in Kentucky to the air in 2002 were listed as carcinogens. The good news is that these chemical releases have declined 43 percent since 1999.

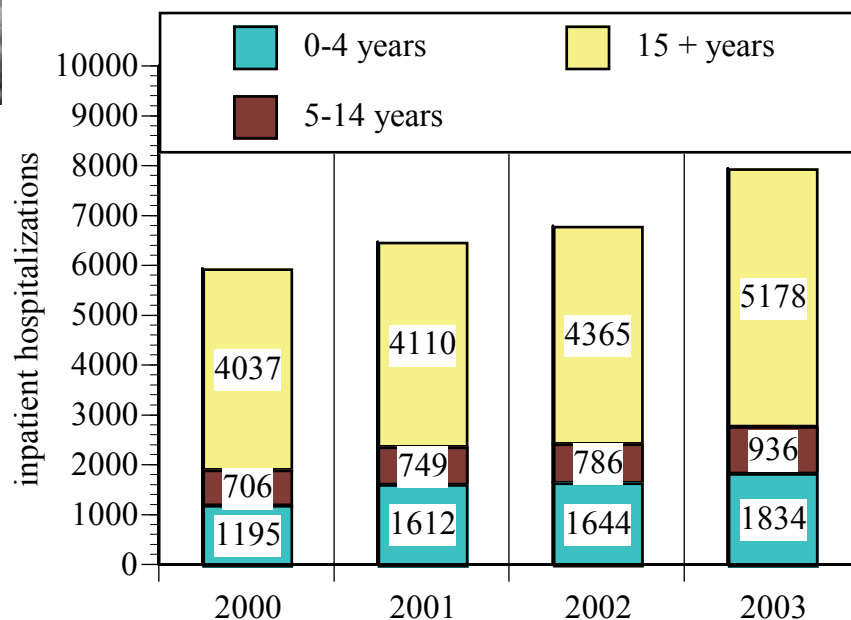
Waterborne Diseases

- ❖ During the past two decades, Cryptosporidium, a microscopic parasite, has become recognized as one of the most common causes of waterborne diseases in humans in the United States. During the past six years, 86 cases of Cryptosporidiosis have been documented in Kentucky. In 1999, six of the seven documented cases were in children.

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Childhood Asthma Hospitalizations



Kentucky among First States to Take Comprehensive Look at Children's Environmental Health

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- ❖ During 2003, some 2,500 Kentuckians were served by 13 public drinking water systems with persistent bacteria and turbidity violations. Two of these systems primarily served schools.
- ❖ During 2001, 59 percent of the 1,291 private water wells tested by local health departments detected fecal coliform, an indication that the water is contaminated.

Birth Defects

- ❖ Birth defects are the leading cause of infant mortality in the United States, accounting for almost 20 percent of all infant deaths. In Kentucky nearly one in every four infant deaths in the state is caused by congenital anomalies, one of the high-

EQC has also recommended that the state create a Children's Environmental Health Partnership to better coordinate state programs and develop an action plan.

est rates in the nation, according to the University of Louisville Birth Defects Center.

- ❖ Mercury has been proven to cause severe brain damage in infants when their mothers were exposed to it during pregnancy. Sixty percent of the 27 lakes tested in Kentucky had median fish methylmercury concentrations greater than the state and U.S. EPA risk-based level.
- ❖ Kentucky ranks fifth in the nation in the industrial generation of mercury and mercury compounds. Coal-fired power plants released 72 percent of the mercury emissions to the air during 2001.

Progress Made

Kentucky is making progress in addressing some of these issues. Last year the state created work groups to assess health and environmen-

tal issues associated with toxic air pollution and mercury contamination. Among some of the preliminary recommendations are stepped-up sampling of mercury in fish and additional air toxics testing in urban areas.

The Kentucky Department of Education recently formed a Green Schools Committee to promote healthy schools in Kentucky. And Governor Ernie Fletcher recently announced that he would provide funding in the budget to expand Kentucky's newborn screening program to the national standard set by the March of Dimes and the Department of Health and Human Services.

EQC has also recommended that the state create a Children's Environmental Health Partnership to better coordinate state programs and develop an action plan to:

- ❖ Strengthen health surveillance programs for children to improve collection, coordination, and use of health surveillance data;
- ❖ Build public awareness among physicians, health care providers, schools, employers, and the public about children's environmental health issues;
- ❖ Evaluate and update state health standards to ensure they incorporate new information and are focused on children and vulnerable populations;
- ❖ Prioritize and target high risks by better tracking childhood diseases and environmental hazards; and
- ❖ Promote safe and pollution-free indoor environments to target schools, daycares, homes, and public places to advance safe and healthy pollution-free indoor environments for children.

Leslie Cole is the newly retired executive director of the Kentucky Environmental Quality Commission. To view the report on Children's Environmental Health in Kentucky, visit www.eqc.ky.gov, or contact EQC at (502) 564-2150, ext. 160 to request a copy.



OREGON DEQ LAUNCHES CAMPAIGN FOR HEALTHY, CHEMICAL-FREE LAWNS

BY MARCIA DANAB

HOW DO YOU ENGAGE homeowners in constructive dialogue about the adverse environmental and health effects of chemical lawn fertilizers and pesticides and convince them to switch to natural lawn care?

That's the challenge the Oregon Department of Environmental Quality (ODEQ) and partnering agencies are working to meet with the Healthy Lawns, Healthy Families project aimed at reducing the use of lawn pesticides and chemical fertilizers. ODEQ Water Quality staff indicated

ODEQ Water Quality staff indicated that homeowners' use of pesticides and chemical fertilizers on lawns is a significant problem for Oregon's rivers and streams.

that homeowners' use of pesticides and chemical fertilizers on lawns is a significant problem for Oregon's rivers and streams.

ODEQ's partners in this effort are Metro, the Portland area regional government; Clean Water Services, the wastewater and storm water utility for Oregon's Tualatin River Watershed; the cities of Eugene, Tigard, and Tualatin; and the Coalition for Clean Rivers and Streams, a group of Portland-area agencies that pool money for an annual water quality awareness media campaign.

Incentives to Change

Based on survey and focus group research, the project was designed to address barriers to switching to natural lawn care and provide incentives that would help motivate behavior change. The project team selected suburban neighborhoods in Tigard and Tualatin (neighboring towns in the Portland area) and Eugene to benchmark behavior, implement the project, and evaluate whether any changes occurred after one year.

The initial research showed that residents are very concerned with the appearance of their lawns and that they use "weed and feed" products because they're easy to apply and they think they are the only thing available that works. The research also identified the following change incentives: concern for children and pet health, a list of natural products, information about natural lawn care benefits, discounts on natural lawn care products, demonstration of lawn care techniques, and help from natural lawn experts.

The Healthy Lawns project included mailed postcards and ads offering natural lawn care product discounts, cartoons in local papers, contests for a mulching mower and organic lawn care service for a year, free lawn advice at nurseries, lawn assessments and evaluations at homes, and some door-to-door neighborhood visits. Not all marketing techniques were used in every community.

Healthy Lawns Website

A new ODEQ website (www.healthylawns.org) makes it easier for citizens to find information about how to have a great looking lawn without using chemical fertilizers and weed killers. The site includes information about chemical fertilizers and weed killers and how they affect the environment, how to use alternatives, videos of people telling stories about how they successfully use natural lawn care methods, and a call to take a pledge to practice natural lawn care. Residents who take the pledge receive a lawn sign or stickers proclaiming "Natural lawn care practiced here."

Future Plans

ODEQ compiled useful information from telephone surveys conducted at the end of the 2004 campaign that has helped shape the 2005 Healthy Lawns campaign:

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Oregon DEQ Launches Campaign for Healthy, Chemical-free Lawns

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- ❖ Many residents do not view weed and feed as a hazardous chemical herbicide, so future education efforts will need to draw the connection between weed and feed and lawn chemicals/herbicides.

At the ECOS Spring Meeting in April, a number of states expressed an interest in duplicating Oregon DEQ's Healthy Lawns, Healthy Families website.

- ❖ Most people feel that lawns are safe for children and pets within one day/one week after weed and feed application.
- ❖ Outdoor pet owners are concerned about the risks of weed and feed.
- ❖ Residents, especially in Eugene, are as concerned with the environmental risks posed by weed and feed as the health risks.
- ❖ People care more about children and pets than water quality and fish.

ODEQ also learned from its 2004 campaign and social marketing research that personal contact coupled with information is more effective at changing behavior than relying solely on providing information. In 2005, we will be implementing more door-to-door contacts with residents in several neighborhoods. Teams of college students will visit homeowners to talk about lawn care and maintenance, general soil health, pesticide impacts, and water efficiency. The goal is to visit 1,000 households over the summer. The program is modeled after a successful door-to-door water efficiency project in Canada that has resulted in a 27 percent decrease in outside water use.

At the ECOS Spring Meeting in April, a number of states expressed an interest in duplicating Oregon DEQ's Healthy Lawns, Healthy Families website. For the past several months, ODEQ has worked to develop a copyright/license agreement that is now available for interested environmental agencies in the United States. For more information about the Healthy Lawns project or how to duplicate the Healthy Families website for your use, email Danab.Marcia@deq.state.or.us. For more information about community-based social marketing, visit www.cbsm.com.

Marcia Danab is a public information officer with the Oregon Department of Environmental Quality.

The graphic features a young girl lying on her stomach in a lush green lawn. Above her, the text reads "Healthy Lawns, Healthy Families" and "Presented by the Oregon Department of Environmental Quality". Below the image, the text asks "Interested in reducing the use of chemical weed killers on your lawn?" and provides the website "www.healthylawns.org". To the right, a sign on a post says "Natural lawn care practiced here" with a ladybug illustration and the website. On the left, a sidebar lists: "Why care about lawn care" (Lawns how your lawn and garden habits influence your health and the health of your watershed), "How to use natural alternatives" (Learns how easy it is to use natural alternatives by viewing testimonials from Oregonians), and "Act now, take the pledge" (Take the pledge to use alternative techniques and receive a "Natural lawn care practiced here" sign).

Healthy Lawns, Healthy Families
Presented by the Oregon Department of Environmental Quality

Interested in reducing the use of chemical weed killers on your lawn?

To find out how visit:

www.healthylawns.org

Natural lawn care practiced here
www.healthylawns.org

Why care about lawn care
Lawns how your lawn and garden habits influence your health and the health of your watershed.

How to use natural alternatives
Learns how easy it is to use natural alternatives by viewing testimonials from Oregonians.

Act now, take the pledge
Take the pledge to use alternative techniques and receive a "Natural lawn care practiced here" sign!

A partnership project by the Oregon Department of Environmental Quality, Clean Water Services, City of Eugene and Metro
For more information, contact the Oregon Department of Environmental Quality (503) 229-5696, healthylawns@deq.state.or.us

Hazardous Waste Solutions

KANSAS TACKLES CLANDESTINE LABS HEAD ON WITH NOVEL CLEANUP PROGRAM

BY TJ CIAFFONE AND LEO HENNING

THE NUMBER OF CLANDESTINE labs has skyrocketed due to the epidemic of methamphetamine (meth) spreading across the nation. What makes meth abuse different from all the other drugs? Simply put, the user can make meth through a widely known manufacturing process. The chemicals they need for “cooking” are readily available at major retail stores. Why is this an environmental concern?

It is estimated that for every pound of meth, six pounds of hazardous waste are created.

It is estimated that for every pound of meth, six pounds of hazardous waste are created. The hazardous waste is commonly dumped down a sewer, on the ground, or in a trash pit or stored in the building where it is created. The homes and buildings themselves become hazards for unsuspecting new tenants.

The meth epidemic creates stress on many parts of government. It presents particular challenges for law enforcement, social services, health agencies, prevention services, recovery services, and environmental agencies. Common questions facing environmental agencies are whether the uncontrolled disposal of hazardous wastes has affected the environment and whether a home is re-inhabitable.

Kansas Program Unlike That of Most States

The Kansas Department of Health and Environment (KDHE) Clandestine Laboratory Cleanup Program focuses on the cleanup of illegal meth labs, education, and law enforcement training. The Kansas Chemical Control Act of 1999 provides the basis for KDHE involvement with these issues.

The program adopted by KDHE is different from most state programs that deal with clandestine lab cleanups. While most states use the

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A house in Salina, Kansas, which was inspected and placarded by KDHE. The department restricted use to cleanup by the owner, and reinspection occurred at a later date.



KDHE performs time-critical removal of a buried anhydrous ammonia tank used in meth manufacture.



Kansas Tackles Clandestine Labs Head On with Novel Cleanup Program

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U.S. Drug Enforcement Agency (DEA) contractor to conduct the initial response that removes all the solvents or hazardous wastes, Kansas officials believe it is advantageous to perform the initial response internally.

Among the benefits of this approach are: prompt service to law enforcement; the removal of a greater amount of contaminated material;

Due to this timely, efficient, and comprehensive response, the chance for long-term environmental impacts on soil, groundwater, and surface water is greatly reduced and the protection of human health maximized.

the ability to review a site for environmental impacts; the ability to perform small removal actions if needed, thereby reducing environmental impacts; and the ability to make determinations at the site concerning the re-inhabitation of the building or home. If the structure is determined to have residual contamination following initial response, the home is placarded and its use prohibited until the building has been cleaned to KDHE's satisfaction. Because KDHE is involved in the response from the beginning, no coordination concerns exist between law enforcement, the DEA contractor, and KDHE.

Due to this timely, efficient, and comprehensive response, the chance for long-term environmental impacts on soil, groundwater, and surface water is greatly reduced and the protection of human health maximized.

Cleanup and Disposal

Upon request and in coordination with the Kansas Bureau of Investigation (KBI), KDHE provides cleanup services to any law enforcement organization in the state. Cleanup activities include the following:

- ❖ Removal of the hazardous materials from the lab;
- ❖ Removal of hazardous and non-hazardous lab waste;
- ❖ Assessment of environmental conditions of the property;
- ❖ Assessment of health risks within the property;
- ❖ Removal of any gross contaminants from the property; and
- ❖ Environmental remediation of soil or waters, if impacted.

A contractor provides KDHE with rapid response statewide on a 24-hour per day basis. In addition to response activities, KDHE uses the contractor to inspect residences for compliance with the cleanup guidelines provided to the property owner after a clandestine lab is removed. Initial removal actions are provided by KDHE for chemicals, soil, and housing materials. The property owner is responsible for the final cleanup within a residential structure.

To ensure that a home is properly cleaned, KDHE placards a residence following the initial removal of gross contaminants where residual contamination remains. The placard informs the residents or property owner that entry and use of the property is restricted to cleanup efforts, and that the restriction is enforceable by law. The property owner is notified of the placard and sent property cleanup guidelines. Inspection of the property is performed by KDHE after the homeowner has cleaned the residence following those guidelines. Once satisfied, KDHE removes the placard. Should the property owner choose not to clean up the residence, KDHE places a deed notice on the property which is made available to potential buyers.

To effectively manage the waste from numerous sites throughout the state, KDHE has strategically placed chemical collection facilities around the state. The chemicals from the ini-

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Kansas Tackles Clandestine Labs Head On with Novel Cleanup Program

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tial response are held in these hazardous material storage buildings for future consolidation, recycling, or shipment preparation for disposal in accordance with local, state, and federal regulations.

In addition, KDHE Clandestine Lab Cleanup Program staff work closely with the KBI to train law enforcement personnel in methods for processing a drug lab. Law enforcement personnel are required to have training in chemical handling and protective equipment before becoming qualified to process a clandestine lab.

Cleanup Accomplishments

Between February 2000 and April 2005, KDHE:

- ❖ Provided cleanups for 1,231 meth labs in Kansas;
- ❖ Spent \$1.3 million on cleanups;
- ❖ Spent an average of \$1,086 per lab cleanup;
- ❖ Spent \$23,000 on soil removal and time-critical actions; and
- ❖ Provided expertise for state and local law enforcement agencies working clandestine labs on a 24/7 basis.

Environmental Crises Averted

Many labs to which KDHE responds are small, isolated facilities that do not present a threat to the environment. However, some sites do have a great potential to severely affect the environment. For example, at a site in south central Kansas, a buried anhydrous ammonia tank containing 600 gallons of residual chemical was discovered. KDHE responded by transferring the anhydrous ammonia to a new tank and removing the old tank. The contents of the tank were taken to a local coop and used for the intended purpose as a fertilizer. Without KDHE involvement in this site, the tank could have been overlooked, eventually leaking into the surrounding

soil and groundwater or perhaps being released in a catastrophic manner.

Meth Watch Program

To assist Kansas retailers who sell precursor chemicals, the Kansas Bureau of Investigation (KBI) and KDHE launched the Retailers' Meth Watch Program to reduce the theft and sale of meth precursors throughout the state. Corporate members of the Meth Watch Program include a broad range of retailers.



The Meth Watch Program provides local retailers with training and common sense ways to deter the theft or sale of precursor chemicals, especially items containing ephedrine or pseudo-ephedrine. The training includes a videotape for retailers and employees on understanding the meth problem and how chemicals in their stores can be abused. Suggestions include limiting the number of product boxes containing ephedrine or pseudo-ephedrine on the shelves, moving the boxes behind a counter so that an individual purchasing the material would have to ask for it, and installing a video camera to watch for individuals stealing merchandise.

The Meth Watch Program also encourages retailers to work with local law enforcement. Retailers are asked to contact local law enforcement when they notice a suspicious person or a suspicious transaction. The Meth Watch logo is trademarked

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Funding Solutions

TENNESSEE ENVIRONMENTAL PROGRAMS RESPOND TO BUDGET PRESSURES WITH WORKLOAD ANALYSIS

BY KAREN STACHOWSKI

FACING INCREASING RESOURCE SCARCITY and performance scrutiny, 13 environmental programs across the Tennessee Department of Environment and Conservation (TDEC) began a workload analysis in January. The data-driven process is designed to identify each program's required responsibilities and determine the amount of work needed to meet them and generate desired results. Information gathered in this process will allow the department to compare the cost of service delivery against the program revenues generated through fees paid by the regulated community.

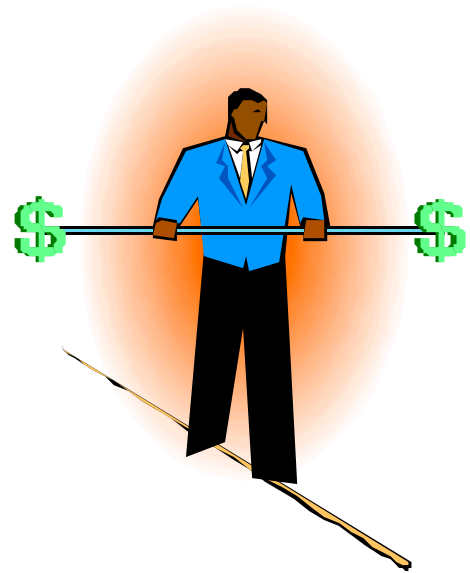
Information gathered in this process will allow the department to compare the cost of service delivery against the program revenues generated through fees paid by the regulated community.

The workload analysis is closely examining program activities for several factors, including statewide consistency, efficiency rates, customer service delivery, and potential duplication with other programs. Each of the 13 programs will use the results from its workload analysis to develop operations plans and track division performance. A pilot workload analysis study was conducted with the department's Groundwater Protection Program (GWP) during 2004. Successes and lessons learned from their experience are helping other programs work through this process.

About GWP and the Regulation of Subsurface Sewage Disposal Systems

GWP administers the individual onsite wastewater system program for the state and is critical

to groundwater protection in Tennessee. GWP is somewhat unique compared to many regulatory programs in that workload and service requests often move relative to economic trends.



Factors such as lumber prices, interest rate fluctuations, employment rates, energy costs, and overall housing market trends combine to create variations where management must match staff levels with variable workload demands.

During the busy home construction period of the mid and late 1990s, GWP issued an annual average of 25,000 new onsite wastewater (septic) system construction permits in Tennessee. As the economy has slowed during the past two years in many parts of the state, the total number of permits issued for new systems has averaged just below 20,000. This significant drop in permits issued resulted in an annual revenue loss of \$1 million for the program. Many other program activities such as subdivision evaluations and inspection of existing systems for lending institutions declined during this period as well.

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Tennessee Environmental Programs Respond to Budget Pressures with Workload Analysis

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To offset these reduced revenues while continuing to maintain quality service for the public, GWP conducted a workload analysis in order to compare staffing patterns with current service demands across the state.

GWP Designs and Implements Workload Analysis Project

The GWP workload analysis examined daily activities of program staff throughout the state. While Tennessee topography offers a range of challenging site conditions and places unique demands on staff, general program consistency exists statewide. Measures of program work were determined, and regional supervisors developed, deployed, and updated a standard Web-based activity system for each staff person on a monthly basis. Revenue collection figures were compared with actual work activity to verify data.

In completing the workload analysis, GWP managers initially examined 18 months of staff activity data with a primary focus on the program's core work—mandated responsibilities and duties plus the most utilized non-mandated services. Upon reaching reasonable conclusions suggested by the 18 months of data, the same core activities were examined over the past 36 months. In general, similar work trends were apparent across both timeframes and consistent conclusions were drawn. Thus, management decisions and outcomes regarding staffing adjustments were implemented with a high degree of confidence.

The GWP workload analysis also included a close examination of total expenditures involved in executing each program duty, both mandated and non-mandated. A time and cost breakdown of program activities identified actual expenses for staff's work, including salary and benefit expense, travel, equipment, and allocation of various overhead expenses. This cost of services assessment for expenditures incurred in carrying out each program responsibility identified a range of potential budgetary savings. It also provided insight on certain funding gaps when

this activity cost breakout was compared to the program's current fee schedule.

Results and Conclusions of the GWP Pilot Study

Close examination of program business practices showed the division how it could operate more efficiently and effectively and deliver improved customer service.

Ultimately, the GWP workload analysis developed an accurate baseline of work activities for each core program, and more accurate expectations of staff have been achieved. The workload analysis has more clearly defined program personnel needs across the state, and now GWP is in a better position to make more meaningful human resource decisions. Findings from this analysis enabled the division's management team to implement the following fair, practical, and meaningful staffing adjustments:

- ❖ Shifting staff, where feasible, to meet greatest demonstrated need in the program;
- ❖ Abolishing and repositioning vacant positions as suggested by findings; and
- ❖ Filling vacant positions from other department programs with qualified and trained GWP staff previously assigned to areas of low workload.

Meaningful improvements in the GWP budget have been realized as a result of the workload analysis and subsequent cost of services assessment. Like business in the private sector, government programs today must continually look for efficiencies to meet responsibilities with scarce resources. Growing workload demand must be handled with flat or declining funding. Greater accountability and more efficient overall program performance can be achieved when one has the facts resulting from an effective workload analysis.

Karen Stachowski is assistant commissioner of the Tennessee Department of Environment and Conservation.



NORTH CAROLINA'S EXPRESS PERMITTING SPEEDS REVIEW WHILE UPHOLDING ENVIRONMENTAL PROTECTIONS

BY DON REUTER

IMAGINE A PROGRAM THAT processes environmental permits in a fraction of the normal review time without compromising the quality of review from an environmental protection standpoint. Under North Carolina Governor Mike Easley's leadership, that innovative idea has become a reality.

Governor Easley and the leaders of the state Legislature recognize that uncertainties about environmental permit decisions can be costly and troubling to permit applicants and to investors in proposed projects. To address these concerns, North Carolina's Department of Environment and Natural Resources (DENR) has established the Express Permitting Program.

How Express Permitting Works

Under Express Permitting, an applicant pays a supplemental fee to receive a scheduled, coordinated review of its permit application for a proposed project. The permit decision is made by an agreed-upon date, although there is no assurance of outcome. Prior to that date and after

Under Express Permitting, an applicant pays a supplemental fee to receive a scheduled, coordinated review of its permit application for a proposed project.

a complete application is filed, the applicant's principal and team meet with the department's full review team.

The permit receives a thorough review and must meet the same environmental protection requirements as all permits issued by the agency. Projects awaiting permits processed through normal channels also receive quicker service due to the resulting reduction in the queue.

The Express Permitting Program is paying for itself through the supplemental fees paid by participating applicants. Those fees, plus one year of start-up funding from the General Assembly,

support the additional permitting staff needed for the program. The existing permitting staff is thus able to process more quickly those applications that move through normal channels.



New Permitting Method Tested under Pilot Program

In 2003, the General Assembly authorized a pilot express program to test this innovative approach in the Wilmington and Raleigh regions. Based on the program's initial success, the Legislature last year funded the program's expansion to two additional regions. The DENR regional offices serving northeastern North Carolina and the multi-county area surrounding Charlotte/Mecklenburg region began offering Express Permitting earlier this year.

Governor Easley has called for expanding Express Permitting statewide and included funding in his proposed budget for fiscal year 2005-2006, which the General Assembly was considering at press time.

Express Permitting is available for the following permits: coastal storm water, water quality 401 wetland certifications, stream origin and riparian buffer determinations, erosion and sedimentation control plans, Coastal Area Management Act, and water quality non-discharge.

In the first year of operation, more than 400 permits were issued under the express permitting program. This included about 100 erosion and sedimentation control plans and more than 175 coastal storm water permits. Housing developments, commercial and retail facilities, and

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North Carolina's Express Permitting Speeds Review while Upholding Environmental Protections

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recreational and service-oriented businesses used the express review service.

Turnaround Time Reductions are Significant

Overall, the average review time under the express program is 70 percent less than the normal process. The review time for coastal permits has been reduced more than 60 percent; storm water, about 85 percent; erosion and sedimentation control, about 90 percent; water quality 401 wetland

During a six-month period in 2004, stormwater permits were processed in an average of nine days, compared to the normal 70-day processing time.

certification, about 60 percent; and water quality non-discharge permits, 70 percent.

For example, during a six-month period in 2004, stormwater permits were processed in an average of nine days, compared to the normal 70-day processing time. Even more efficient reviews would occur if high-quality applications were consistently submitted.

Express Permitting Supports Economic Development

The express review program has been successful in moving a number of economic development projects forward more quickly. For example, a condominium development project in eastern North Carolina used the express process to obtain coastal stormwater, Coastal Area Management Act, and erosion and sedimentation control permits.

Through pre-application meetings and a coordinated application process, the developer learned more about the permit process and was able to obtain the necessary permits through the express program in 26 days. This expedited process has been used for restaurants, retail establishments, local government, and educational projects. In

each case, the client has indicated that the consultation and staff attention to its project was valuable in the project start-up.

Dell Industries, which recently announced plans to locate a major computer plant in the Piedmont area of North Carolina, used the Express Permitting route to obtain an erosion and sedimentation control plan approval for initial clearing of a site in Forsyth County.

No Environmental Protection Compromises

Once again, it is important to emphasize that the express program has resulted in quicker permit reviews but not relaxed environmental requirements. The program offers concurrent review of permit applications for a project needing multiple permits. Pre-application meetings, front-end consultation, and the opportunity for greater involvement by the property owner, developer, and plan engineer have improved communication and the quality of the applications. They have also reduced delays associated with modifications.

However, as many as 30 percent of the erosion and sedimentation control and nearly 70 percent of the coastal permit applications received have required additional information. During the next phase of the program, training will be expanded in an effort to increase the number of high-quality applications.

The pilot effort has been well utilized, and the expedited review process has sped economic development and job creation.

Don Reuter has been director of the North Carolina Department of Environment and Natural Resources' Office of Public Affairs since 1997. The Office of Public Affairs coordinates the agency's communications and outreach efforts through media relations, publication production, special events, and public information programs and initiatives. For more information on the express permitting program, please visit the DENR website at <http://www.envhelp.org/>.



Capacity Building Solutions

SOUTH CAROLINA PLANS FOR THE NEXT GENERATION OF LEADERS

BY ROBIN S. STEPHENS

IF YOU'VE EVER WORKED with Lewis Shaw on any issue, you quickly learn one thing . . . Lewis Shaw is a planner. Five years ago, Lewis, then at the helm of the Office of Environmental Quality Control (EQC) in the South Carolina Department of Health and Environmental Control (DHEC), recognized that a large portion of the leadership would be eligible to retire in the very near future, resulting in a huge loss of experience and expertise. He immediately set about pondering this issue and how best to prepare the agency for this turnover. This would be his legacy—to leave a strong and prepared work force ready to take on the next generation of environmental challenges.

Most state environmental agencies, as well as U.S. EPA, were created in the early 1970s. So the early 2000s would see many people winding up a 30-year career in environmental protection.

Being Lewis, he also began to try to raise the awareness of his colleagues to this eventuality. Most state environmental agencies, as well as U.S. EPA, were created in the early 1970s. So the early 2000s would see many people winding up a 30-year career in environmental protection.

This subject was first raised within ECOS at the 2001 Spring Meeting in Clearwater, Florida, at a workshop on “succession planning” chaired by Lewis. This was the first term we applied to this effort. However, we soon came to realize that succession planning could be interpreted as a pre-selection of future leaders. So instead we chose to focus on building capacity within the agency—preparing lower and mid-level managers to take on expanded roles and responsibilities when opportunities arise.

EQC's Multi-Faceted Approach

While a few management consultants had some knowledge in this area, we soon came to realize that South Carolina state government resources to accomplish this effort were virtually non-existent. Undaunted, we plowed ahead, developing a multi-pronged approach.



First, we created the Instrument for Leadership Development (ILD), a document that sets forth the knowledge, skills, abilities, and other characteristics we believed to be critical to the development of quality leaders. We encouraged managers and staff to utilize the ILD for self-evaluations in order to identify their strengths and weaknesses.

Second, 14 upper-level managers were trained to become “career coaches” for supervisors interested in future growth and promotional opportunities. A pilot group of 24 front-line managers was randomly selected from about 90 volunteers for the first round. Each “protégé” met with his

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or her assigned coach to review the ILD self-assessment, and then together they charted a path to obtain any necessary experience or training to prepare for future career opportunities. Coaches acknowledged that each protégé offered different skills and abilities, and so needed to consider the type of challenge that best suited his or her career goals. For example, this might mean continuing on in the management track or following a senior scientist track, an area we had underutilized in the past but recognized we needed to develop and make available as an alternative to appropriate staff.

We have been asked to share this effort both within state government and to outside organizations.

Third, to meet the identified training needs of the protégés, EQC developed a series of classes to provide comprehensive information on issues to which they might not have been exposed in their current positions. These included subjects such as Budgets 101 and 201, Regulation Development and the Legislative Process, Public Speaking, Delegation and Time Management, and the most popular—Policy and Decision Making, taught by Lewis Shaw and his then-deputy, Bob King, who since has succeeded Lewis.

Protégés were also strongly encouraged to obtain cross-media experience. This was accomplished by enabling them to spend approximately two weeks in each program area in which they had limited or no experience or knowledge. Central Office program managers were especially encouraged to spend time in our District Offices to gain first-hand experience in the direct implementation of policies and procedures. This turned out to be one of the best decisions we made in this process, and was identified by most protégés as being the most beneficial part of their experience.

Protégés also were encouraged to attend previously closed management meetings, Board meetings, and other gatherings to gain knowledge in other program areas and observe the

decision-making and policy process. In the end, most protégés spent about six months going through this process.

Rounds two and three subsequently provided an additional 65 managers the opportunity to participate in this process. However, coaches continue to be accessible to all protégés and to contact them on a periodic basis to offer support and help in facilitating planned opportunities.

Rolling Out the Initiative

Our greatest challenge now is how to roll this effort out to all our staff in an organized fashion. EQC's Employee Retention and Career Development committee provides the ILD and other resources on the DHEC Intranet site. Supervisors are encouraged to work with their staff on their individual self-assessments and provide appropriate opportunities for them. And we have recently hired a training coordinator to assist in tracking existing capacity building activities, and to develop ways to make it available to all staff.

Building on the success of the EQC pilot, DHEC's Office of Quality Management and Office of Personnel Services plan to extend this program to all areas of the agency in the near future. We have been asked to share this effort both within state government and to outside organizations. In October 2003, the State Budget and Control Board's Office of Human Resources awarded the first Excellence in Human Resources Award to EQC for the capacity building program.

In 2005, we are seeing the first wave of long-time employees retire. And Lewis' planning paid off. His legacy is being fulfilled as the agency prepares its staff to meet the future.

Robin S. Stephens is assistant to the deputy commissioner of the South Carolina DHEC.

Editor's Note: Lewis Shaw served for more than 20 years as deputy commissioner of the South Carolina DHEC until his retirement in early 2004. He is a former president of ECOS and the Environmental Research Institute of the States.



GROWING FUTURE LEADERS—THE WISCONSIN DEPARTMENT OF NATURAL RESOURCES' LEADERSHIP ACADEMY

BY RALPH SCHWARTZ

LABOR EXPERTS PREDICT THAT approximately 40 percent of the current workforce will retire by the year 2010. This is significant because it could mean a tremendous loss in organizational history, knowledge, and scientific expertise. It also suggests that we must prepare for something that we may not have encountered before—large-scale loss of leadership.

To address the issue, the Wisconsin Department of Natural Resources (WDNR) has created its own Leadership Academy to develop effective leaders who will build upon our experiences and traditions. The academy is a year-long program for high-potential employees who

To address the issue, the Wisconsin Department of Natural Resources (WDNR) has created its own Leadership Academy to develop effective leaders who will build upon our experiences and traditions.

have expressed an interest in taking a more active leadership role. Since 2001, 90 aspiring leaders have successfully completed the course.

Since the early 1970s, the department has enjoyed a rich history of leadership development programs with strong support and participation from upper management. In April 2000 the WDNR senior management team decided to develop an organizational learning curriculum. An important part of that decision was to create a comprehensive leadership learning experience.

What does leadership within the WDNR look like now and what should it look like in the future?

The team addressed these and other questions while combing through successful lead-

ership training programs to borrow the best ideas. A training needs survey was distributed to 400 employees. The results produced the WDNR leadership competency profile which served as a blueprint to develop the training content and a multi-source, 360 degree feedback assessment.

The WDNR leadership competency profile is as follows:

- ❖ Strategic thinker
- ❖ Conflict manager
- ❖ Effective decision maker
- ❖ Change advocate
- ❖ Employee developer
- ❖ Effective communicator

The Leadership Academy is delivered to 30 participants in seven 16-hour training sessions. Senior managers believe that leadership needs to be nurtured at all levels and thus all employees are eligible to apply. Approximately 100 staff members apply each year. A special team meets to balance the final roster to reflect the demographics and diversity of the department.

Participants come from throughout the State of Wisconsin and represent every region and division in the WDNR. They invest at least 200 hours doing the following:

- ❖ Attending all sessions;
- ❖ Interacting with senior management, outside consultants, and staff experts;
- ❖ Being mentored by a leader of their choosing;
- ❖ Creating an individual leadership development plan;
- ❖ Completing an individual leadership project;
- ❖ Interacting with an assigned, six-member learning subteam; and
- ❖ Completing individual and multi-source feedback assessments.

Each session highlights a specific leadership

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Growing Future Leaders—The Wisconsin Department of Natural Resources' Leadership Academy

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competency. The learning content is presented first using appropriate principles and concepts. Next, the content is aligned with related internal systems and procedures. Then the participants apply the lesson while working with a relevant case study. Finally, they work in subteams to test their new leadership skills using a real-time WDNR issue.

Which leadership competency is the most valuable to organizations?

If I could work with just one leadership competency, I would choose communication. In my opinion, it doesn't matter how talented you are, if you can't communicate effectively, you can't lead effectively. Consequently, a large part of the program is geared toward providing multiple opportunities for participants to present in front of the group to talk about their projects, their experiences, and their goals.

We work in a complex and scientific culture with the full spectrum of constituents and stake-

holders. Participants thus are coached in how to be concise and how to use words that target the needs of the specific audience.



If I could work with just one leadership competency, I would choose communication.

holders. Participants thus are coached in how to be concise and how to use words that target the needs of the specific audience.

The increased confidence the participants display in their communication is evident throughout the year and spills over into all other aspects of leadership growth.

Each session is sponsored by a team of senior managers. In addition to interacting with the participants, the sponsors kick off each session by telling a personal story about their own experiences with the session topic. Storytelling is taught as an effective leadership communication technique. Sponsors also lead evening question-and-answer sessions. The leadership

What happens after the academy? How do graduates continue to sustain and grow their leadership?

- ❖ Many graduates help to motivate and select future participants. They are also invited to present their insights to the current Academy class.
- ❖ Some regions and divisions form alumni teams that meet regularly to review Academy learning content, share ideas, and support current participants.
- ❖ Some senior managers have formed advisory teams made up of graduates. The graduates are called upon to weigh in on critical, real-time issues.

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2005 Spring Meeting

Washington, D.C. ♦ April 10–12, 2005



Carol Couch of Georgia

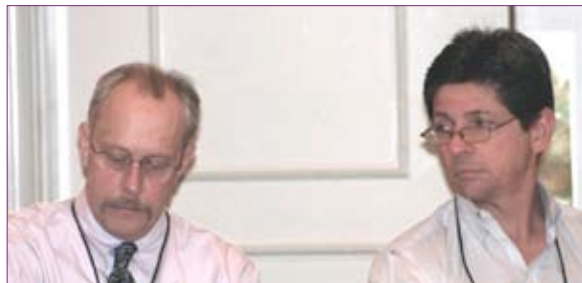


Dave Glatt of North Dakota with ECOS Past President
Ron Hammerschmidt of Kansas



Cherry blossoms adorn the nation's capital during the ECOS Spring Meeting

All photos by Carol Leftwich



Kurt Fredriksson of Alaska and Jim Branham of California





Keynote speaker Leon Billings, an Earth Day architect, reflects on the 35th anniversary of the event



ECOS Water Committee Chair Steve Chester of Michigan with ECOS Assistant Administrator for Water Ben Grumbles



Dawn Gallagher of Maine and Steve Pattison of Maryland



ECOS President Steve Thompson of Oklahoma

State Environmental Commissioners Urge Congress to Restore EPA Funding to States

BY LIA PARI SIEN

ECOS MEMBERS ENDORSED FIVE new resolutions at the Spring Meeting including one that petitions Congress to reverse funding cuts to states in the FY2006 Environmental Protection Agency (EPA) budget proposal. Other successful resolutions center on Department of Defense (DOD) cleanup funding, mercury reduction, the National Environmental Information Exchange Network, and the National Environmental Performance Partnership System (NEPPS).

In their resolution on EPA funding, ECOS members noted that states currently perform the vast majority of environmental protection tasks in America, including 90 percent or more of the enforcement actions and 97 percent of the environmental inspections. While EPA is asking the states to assume an even larger share of the workload, the piece of EPA's budget designated for states declined during FY2005 and slid further in the FY2006 budget proposal. During these same years, the portion of EPA's budget that the agency keeps to operate its programs remained flat or is proposed to increase. ECOS calls on Congress to restore the proposed cuts to states or—if lawmakers find that cuts must occur—to impose them equally on a pro-rated basis to both EPA and states. ECOS members carried this message to Capitol Hill in a series of visits with lawmakers on April 12.

In a separate resolution, ECOS members expressed support of DOD work to adequately fund the Formerly Utilized Defense Sites program to address DOD-generated contamination of property no longer owned or managed by the department. ECOS also passed resolutions: requesting that EPA form a workgroup co-chaired by the agency and the Quicksilver Caucus (a group of state associations addressing mercury issues) to recommend a mercury reduction action plan; endorsing governance changes to the joint state-EPA Exchange Network; and celebrating the tenth anniversary of the groundbreaking ECOS–EPA agreement on NEPPS while asking EPA to work with states to reform oversight.

ECOS advocacy is grounded upon the resolutions approved by the membership. Text of resolutions passed and retained at the Spring Meeting is posted in the policy section of the ECOS website at www.ecos.org.



Growing Future Leaders—The Wisconsin Department of Natural Resources' Leadership Academy

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- ❖ Several graduates are promoted into positions of higher responsibility. Some leave the Department and continue to provide resource leadership with external partners. Others continue to grow leadership with expanded roles within the positions they currently hold.

Will the academy effectively build and retain the leadership needed to replace anticipated large-scale loss?

As in most natural resource agencies, the work is broad and complex. For many participants, this is the first time that they are exposed to the full array of services and the people that provide those services. It is amazing to see the participants broaden their thinking, gain appreciation for other points of view, and form strong, lasting relationships with their classmates. This new network of cross-program relationships will have phenomenal return on investment for WDNR well into the future.

The academy alone will not serve the needs of all who aspire to be leaders, and we continue

to look for additional opportunities. It does, however, serve as a valuable program that produces solid results and is a springboard to motivate and retain talented employees, as expressed through the words of these graduates:

"I've really gained a sense of who I am personally and as a leader. That would have taken me years to figure out without this academy."

"If it all ended tomorrow, know that I'm taking away tools that I can use for the rest of my life, and that the academy has made a significant impact on my sense of who I am and what I am capable of."

"The department's faith in me has only strengthened my loyalty to the agency, which is only going to benefit the DNR for many years. The sense that my work is valued is more important to me than anything else, including my salary. Multiply that by 30 other people."

Ralph Schwartz is the Wisconsin Department of Natural Resources' leadership and staff development director and is facilitator of the Leadership Academy.

Kansas Tackles Clandestine Labs Head On with Novel Cleanup Program

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by KDHE to increase the recognition across political boundaries in the United States and Canada. The trademark and program materials are free for use in non-profit education efforts by organizations and governments worldwide.

A statute passed by the 2005 Kansas Legislature and signed by Governor Kathleen Sebelius will severely restrict the availability of chemical precursors. This mirrors similar statutes in Oklahoma and Missouri.

Summary

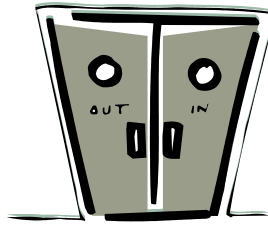
Kansas views its clandestine lab response program as a success story. The integration between KDHE and law enforcement provides a

quick and thorough response to clandestine labs statewide. KDHE's timely approach removes hazardous chemicals and grossly contaminated building material while providing for thorough environmental inspection and determination of home habitability.

TJ Ciaffone is response unit chief in KDHE's Bureau of Environmental Remediation and provides oversight for the HAZMAT spills response and clandestine meth lab program. Ciaffone has helped make Kansas Meth Watch an internationally recognized meth awareness and interdiction program currently utilized in the United States and Canada. Leo Henning is section chief of the Assessment and Restoration Section in the Bureau of Environmental Remediation.



Transitions



Betsy L. Child, commissioner since 2003 of Tennessee's Department of Environment and Conservation (TDEC), left state service in April to assume the role of president of Geothermal Utilities, LLC.

In a letter to ECOS Executive Director Steve Brown, Betsy explained that her decision was



Betsy L. Child

not an easy one to make. She said serving in her current post has been "one of the most rewarding and challenging honors" of her career, and that her new position will allow her to incorporate her

passion for the environment with her work in the private sector.

Betsy is a former senior vice president at Covenant Health, a health-care system based in Knoxville, Tennessee. She also has served as senior vice president of economic development for the Tennessee Valley Authority, director of policy development and human services for the City of Knoxville, and head of Alumni Programs for the University of Tennessee.

Tennessee Governor Phil Bredesen has appointed **Jim Fyke** to succeed Betsy. Jim served as deputy commissioner of Parks and Conservation for the department since 2003.

He retired from the Metro Nashville Board of Parks and Recreation in 2003 with 39 years of service, including 25 as director. He is a member of the Tennessee Valley Authority Regional Resource Stewardship Council and previously was state and national chairperson of the Tennessee Parks and Recreation Association and American Recreation and Parks Association.



Jim Fyke

Paul Sloan will join TDEC as deputy commissioner for environment. Paul, an entrepreneur and environmental leader, is founder and CEO of Partners-In-Conservation LLC, a conservation investment organization. A co-founder of the Parnassus Group and Little Planet Learning, he also founded and served as CEO of Concord Healthcare Corp. He is a graduate of Vanderbilt University Law School.



Paul Sloan

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Former TDEC deputy commissioner of environment **Karen Stachowski**—a familiar face to ECOS members—will assume the role of assistant commissioner and continue to serve as a vital member of the Bureau of Environment's senior management team.



Karen Stachowski

Illinois Environmental Protection Agency (IEPA) Director **Renée Cipriano** is returning to the private sector after almost four years at the helm of the agency.



Renée Cipriano

Within ECOS, Renée has served as Waste Committee chair and Region 5 representative on the Executive Committee. Prior to becoming IEPA director, she held other governmental posts including senior advisor on the environment and natural resources to former Governor George Ryan, chief counsel for IEPA, and assistant attorney general in the environmental division. From 1997–1999, she was a partner at Schiff, Hardin, & Waite law firm in Chicago, specializing in environmental law.

Renée says that thanks to the initiative of Illinois Governor Rod R. Blagojevich during her tenure, Illinois now has the nation's largest fleet of clean school buses and ranks first

in the use of cleaner-burning biodiesel fuel. In addition, she points to more than \$2 billion in funds that have been dispersed to bolster drinking water and wastewater infrastructures in Illinois communities.

Blagojevich has appointed **Doug Scott**, formerly the mayor of Rockford and a state legislator, to become IEPA director. He was the Rockford mayor from 2001 until 2005 and served as a state Representative from 1995 through 2001. Previously, Doug was Rockford's city attorney for eight years and was responsible for environmental legal issues and for city's solid waste and recycling program. Doug is a graduate of Tulsa University in Oklahoma and received a law degree from Marquette University in Wisconsin. He is the president of the Illinois Chapter of the National Brownfields Association and a former member of the Illinois Recycling Association.

The Missouri Department of Natural Resources' new director, Doyle Childers, has announced the appointment of **Floyd Gilzow** to the post of deputy director for policy. Floyd most recently was executive director of the Upper White River Basin Foundation, where he oversaw a two-state water quality foundation focused on building business, government, and civic partnerships to reduce water pollution levels.

A former chief administrative assistant to Majority Whip and Congressman Roy Blunt, Floyd has also served as senior policy advisor for the White House Commission on Urban Families, executive director of the Governor's Literacy Council, chairman of the Mayor's Environmental Advisory Board, co-author of the final report of the White House Conference on Libraries and Information Services, vice president of administration for Southwest Baptist University, and executive deputy secretary of state. Floyd replaces **Ron Kucera**, who recently left the agency after 28 years of service.

Upcoming Events



**Association of State and Interstate
Water Pollution Control
Administrators National Pretreatment
Meeting**

July 12-14, 2005, New Orleans, LA

Contact: Jamie Kamin, (202) 898-0905 or
j.kamin@asiwpca.org

**National Governors Association
Annual Meeting**

July 16-17, 2005, Des Moines, IA

Contact: Jan Dunlavey, (202) 624-5347 or
jdunlavey@nga.org

**Association of State and Interstate
Water Pollution Control
Administrators Annual Meeting**

August 14-16, 2005, Napa Valley, CA

Contact: Jamie Kamin, (202) 898-0905 or
j.kamin@asiwpca.org

**Environmental Council of the States
Annual Meeting**

September 7-9, 2005, Kennebunkport, ME

Contact: Lia Parisien, (202) 624-3674 or
lparisie@sso.org

**Association of State and Interstate
Water Pollution Control
Administrators National CAFO
Roundtable**

September 28-30, 2005, Columbus, OH

Contact: Jamie Kamin, (202) 898-0905 or
j.kamin@asiwpca.org

**Association of State Drinking Water
Administrators Annual Conference**

October 16-20, 2005, St. Louis, MO

Contact: Tom Maves, (202) 293-7653 or
tmaves@asdwa.org

**Association of State and Territorial
Solid Waste Management Officials
Annual Meeting**

October 25-26, 2005, Washington, DC

Contact: Katrina Taylor Hankins, (202) 624-
5828 or swmtrina@sso.org

**National Association of Regulatory
Utility Commissioners 117th Annual
Convention**

November 13-16, 2005, Palm Springs, CA

Contact: Michelle Malloy, (202) 898-2214

**National Governors Association
Winter Meeting**

February 18-25, 2006, Washington, DC

Contact: Jan Dunlavey, (202) 624-5347 or
jdunlavey@nga.org

**Association of State Drinking Water
Administrators Spring Member
Meeting**

March 15-18, 2006, Alexandria, VA

Contact: Tom Maves, (202) 293-7653 or
tmaves@asdwa.org

**Environmental Council of the States
Spring Meeting**

March 20-22, 2006, New Orleans, LA

Contact: Lia Parisien, (202) 624-3674 or
lparisie@sso.org

**Environmental Council of the States
Annual Meeting**

*(with Executive Committee Meeting tentatively
planned for the late afternoon of August 26)*

August 27-29, 2006, Portland, OR

Contact: Lia Parisien, (202) 624-3674 or
lparisie@sso.org



Environmental Council of the States State and Territorial Members

Alabama	Onis "Trey" Glenn III	Department of Environmental Management
Alaska	Kurt Fredriksson (Acting)	Department of Environmental Conservation
Arizona	Stephen Owens	Department of Environmental Quality
Arkansas	Marcus Devine	Department of Environmental Quality
California	Alan C. Lloyd	Environmental Protection Agency
Colorado	Doug Benevento	Department of Public Health and Environment
Connecticut	Gina McCarthy	Department of Environmental Protection
Delaware	John A. Hughes	Department of Natural Resources and Environmental Control
Florida	Colleen Castille	Department of Environmental Protection
Georgia	Carol Couch	Environmental Protection Division
Hawaii	Laurence K. Lau	Department of Health
Idaho	Toni Hardesty	Department of Environmental Quality
Illinois	Renée Cipriano	Environmental Protection Agency
Indiana	Thomas Easterly	Department of Environmental Management
Iowa	Wayne Gieselman	Department of Natural Resources
Kansas	Ron Hammerschmidt	Department of Health and Environment
Kentucky	Lloyd Cress	Department for Environmental Protection
Louisiana	Mike McDaniel	Department of Environmental Quality
Maine	Dawn Gallagher	Department of Environmental Protection
Maryland	Kendl P. Philbrick	Department of the Environment
Massachusetts	Ellen Roy Herzfelder	Executive Office of Environmental Affairs
Michigan	Steven Chester	Department of Environmental Quality
Minnesota	Sheryl Corrigan	Pollution Control Agency
Mississippi	Charles Chisolm	Department of Environmental Quality
Missouri	Doyle Childers	Department of Natural Resources
Montana	Richard Opper	Department of Environmental Quality
Nebraska	Mike Linder	Department of Environmental Quality
Nevada	Leo Drozdoff	Division of Environmental Protection
New Hampshire	Michael Nolin	Department of Environmental Services
New Jersey	Brad Campbell	Department of Environmental Protection
New York	Denise M. Sheehan (Acting)	Department of Environmental Conservation
North Carolina	Bill Ross	Department of Environment, Health, and Natural Resources
North Dakota	Dave Glatt	Environmental Health Section
Ohio	Joseph P. Koncelik	Environmental Protection Agency
Oklahoma	Steve Thompson	Department of Environmental Quality
Oregon	Stephanie Hallock	Department of Environmental Quality
Pennsylvania	Kathleen McGinty	Department of Environmental Protection
Puerto Rico	Esteban Mujica Cotto	Environmental Quality Board
Rhode Island	Frederick Vincent	Department of Environmental Management
South Carolina	Bob King	Department of Health and Environmental Control
South Dakota	Steve Pirner	Department of Environment and Natural Resources
Tennessee	Jim Fyke	Department of Environment and Conservation
Texas	Ralph Marquez	Commission on Environmental Quality
Utah	Dianne R. Nielson	Department of Environmental Quality
Vermont	Jeffrey Wennberg	Agency of Natural Resources
Virginia	Robert Burnley	Department of Environmental Quality
Washington	Jay Manning	Department of Ecology
West Virginia	Stephanie Timmermeyer	Department of Environmental Protection
Wisconsin	Scott Hassett	Department of Natural Resources
Wyoming	John Corra	Department of Environmental Quality



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