



## Assistance providers help small communities address solid waste issues

by Pam Kasey  
NETCSC Contributing Writer

One of the most difficult groups to reach with training, yet one of the groups most in need of good, up-to-date information, is local officials of small towns. These positions are frequently all- or part-volunteer, and rarely allow for travel to distant workshops. At the same time, though, the positions often include decision-making responsibility for important and complex public services such as solid waste management.

So when a rural community needs solid waste planning, how do local officials decide whether to recycle, landfill, or incinerate? How do they set rates? How do they comply with the most current state and federal regulations? How do they involve the public? And how do they prepare to handle changes that arise?

The National Environmental Training Center for Small Communities (NETCSC) recently talked with several solid waste assistance providers to learn about the issues small communities face and the kinds of training and assistance that help these communities deal with their challenges. These technical assistance providers offer on-the-job, situation-specific guidance—a combination of assistance and training that includes research to assess current needs, coaching about options, assistance with implementation, and training that leaves communities able to manage their solid waste programs into the future.

Assistance providers find that communities become competent to make important choices and to manage their solid waste programs when their planning processes go through three stages: gathering information, setting policy, and putting it into action.



*A worker selects samples from a load of trash during a solid waste sort. Such waste composition studies can help small communities better understand the nature and scope of their solid waste issues. Photo by The Daily Quill; courtesy of Paula Liepold, Midwest Assistance Program.*

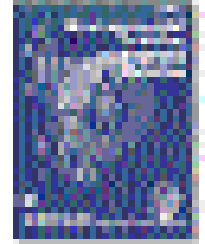
### Gathering information

When a community decides to tackle a solid waste problem, the first step is to understand the nature and scope of the problem. In this early part of the planning process, solid waste assistance providers work to see that local officials and citizens thoroughly understand current operations.

Constance Gwinn, a solid waste management specialist with the Community Resource Group that provides services in Alabama, Arkansas, Louisiana, Mississippi, Oklahoma, Tennessee, and Texas, emphasizes educating decision makers from the very beginning of a planning process. "Sometimes I'll be working just with a mayor or city manager, but frequently there's going to be a board involved, a city council, or a solid waste district," Gwinn explains. "To the degree that you can educate them, that impacts to an even larger degree the success of the program."

Gwinn's on-site research lets local officials know exactly how their community is handling solid waste. For example, one community needed a routing study. "I rode on the trash truck every day—for five or six weeks," she

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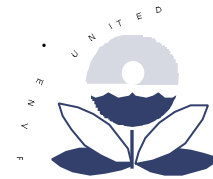
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# E-train

## EPA announces new arsenic standard: Small systems, trainers likely to be affected



U.S. Environmental Protection Agency (EPA) Administrator Christie Whitman announced on October 31 that the new arsenic standard for drinking water will be 10 parts per billion (ppb).

According to an EPApress release, Whitman stated, "... EPA intends to strengthen the standard for arsenic by substantially lowering the maximum acceptable level from 50 ppb, which has been the lawful limit for nearly half a century."

The new standard is expected to impact small communities disproportionately because 97 percent of water systems affected by the new rule serve less than 10,000 people. As a result, the new standard is also expected to lead to additional training needs in small communities. EPA recognizes this need and plans to

provide assistance.

The new standard follows expert reviews conducted by the National Academy of Sciences, the National Drinking Water Advisory Council, and EPA's Science Advisory Board. Whitman asked for the reviews to ensure that the science underlying the standard included the most recent data available.

In the press release communicating the decision, Whitman said, "This standard will improve the safety of drinking water for millions of Americans, and better protect against the risk of cancer, heart disease, and diabetes."

Future issues of E-train will provide an overview of training and technical assistance needs and opportunities relating to the new arsenic standards.

## Calendar of Events

**2002 Academy for Onsite Wastewater Training Program/Center Development**

January 17-19  
Orlando, Florida  
(800) 624-8301  
(304) 293-4191  
[www.nesc.wvu.edu](http://www.nesc.wvu.edu)

**West Virginia Rural Water Association Capacity Development Expo**

January 24-25  
Charleston, West Virginia  
(800) 339-4513  
[www.wvrwa.org](http://www.wvrwa.org)

**Water Quality Association 25th Annual Conference & Exhibition**

March 5-9  
New Orleans, Louisiana  
(630) 505-0160  
[www.wqa.org](http://www.wqa.org)

**2002 Southwest Onsite Wastewater Conference**

March 6-7  
Laughlin, Nevada  
(928) 226-2713

**Delaware Environmental Training Center Capital Improvements Planning for Small Systems**

March 13  
Georgetown, Delaware  
(302) 855-5900

**Penn State University's Small Public Water System Technical Assistance Center Rate Design and Cost Recovery**

March 20  
New Kensington, Pennsylvania  
(717) 948-6358  
[www.hbg.psu.edu/spwstac](http://www.hbg.psu.edu/spwstac)

**National Small Flows Clearinghouse 2002 State Onsite Wastewater Regulators Conference & "Captains of Industry" Conference**

March 20-23  
Newport, Rhode Island  
(800) 624-8301  
(304) 293-4191  
[www.nsfsc.wvu.edu](http://www.nsfsc.wvu.edu)

**Northeast Onsite Wastewater Treatment Short Course & Equipment Exposition**

March 25-26  
Newport, Rhode Island  
(978) 323-7929  
[www.neiwppcc.org](http://www.neiwppcc.org)

**11th Northwest On-Site Wastewater Treatment Short Course & Equipment Exhibition**

April 3-4  
Seattle, Washington  
(866) 791-1275  
[www.engr.washington.edu/epp/wwt](http://www.engr.washington.edu/epp/wwt)



## 2002 onsite wastewater training academy set

The 2002 Academy for Onsite Wastewater Training Program/Center Development is being held January 17 to 19 in Orlando, Florida.

Sponsored by the Consortium of Institutes for Decentralized Wastewater Treatment, the National Environmental Services Center (NESC), the National Environmental Training Center for Small Communities (NETCSC), and onsite wastewater training centers/programs across North America, the academy is designed to bring together professionals involved in onsite wastewater training to share experiences and ideas on ways to encourage further development of onsite system training centers and programs around the country.

According to Richard Phalunas, Ed.D., NESC associate director, the academy will allow participants the opportunity to review and provide input on the practitioner and university curricula development projects under way. The event also will feature adult education topics and issue-focused discussions about onsite training center/program development.

*For additional information about the 2002 academy, contact Phalunas at (800) 624-8301 or (304) 293-4191, extension 5514, or rphaluna@wvu.edu. You may also contact Dave Lenning at (360) 455-8880 or dlenning@prodigy.net or Jim Converse at (608) 262-1106 or jconver@facstaff.wisc.edu.*

## NSFC plans state regulators, "Captains of Industry" conferences

The National Small Flows Clearinghouse (NSFC) will hold two concurrent and interactive conferences for onsite wastewater treatment professionals in Newport, Rhode Island.

The 2002 State Onsite Wastewater Regulators Conference is set for March 20 to 23. According to Peter Casey, P.Eng., NSFC program coordinator, this fourth annual event is designed to bring state onsite wastewater regulators together to exchange information and develop specific recommendations for new technology, management, regulations, education, and funding.

The 2002 "Captains of Industry" Conference will be held March 21 to 23. This is the second annual gathering of onsite wastewater product manufacturers, according to Casey. Eighty companies have been invited to attend.

Both events are being held in conjunction with the Northeast Onsite Wastewater Treatment Short Course and Equipment Exposition, which will take place March 25 and 26 in Newport. The course is sponsored by the New England Interstate Water Pollution Control Commission.



*For more information about the 2002 State Onsite Wastewater Regulators Conference or the 2002 "Captains of Industry" Conference, contact Sandy Miller at NSFC at (800) 624-8301 or (304) 293-4191, extension 5536, or via e-mail at smiller2@wvu.edu.*

## Updated booklet lists EPA watershed training activities

The U.S. Environmental Protection Agency (EPA) recently published an updated version of *EPA Watershed Training Opportunities*.

This booklet lists live training courses sponsored by EPA's Office of Water and EPA's Watershed Academy, Web-based training opportunities, resource materials such as documents and videos, and watershed-related Web sites that are available to EPA staff and others.

The booklet is available on the Watershed Academy's Web site located at [www.epa.gov/owow/watershed/wacademy/wtopps.html](http://www.epa.gov/owow/watershed/wacademy/wtopps.html). Copies are also available at no charge from the National Service Center for Environmental Publications at (800) 490-9198. Please ask for EPA document #841-B-01-002.

## NETCSC seeks help in identifying training needs

The National Environmental Training Center for Small Communities (NETCSC) is seeking to identify the current training needs of smaller communities in the U.S. and welcomes input and ideas from *E-train* readers.

"As 2002 begins, we are taking a look at training needs nationally," says John Hoornbeek, NETCSC director. "We want to be able to identify the environmental training needs of small communities and find ways that we can assist in fulfilling these needs using our many training resources."

*To share your ideas and comments with NETCSC, please contact Craig Mains, NETCSC training specialist, at (800) 624-8301 or (304) 293-4191, extension 5583, or via e-mail at cmains@wvu.edu.*

## Assistance providers help small communities address solid waste issues

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recalls. She then used that information to teach the community about ways to reduce costs. She explains, "If you've got 70 stops in a day on the right, can we get those cans moved to the left side of the road? Would that knock an hour off that collection route?" Detailed information like this is essential when the time comes to make decisions.

Celia Hildebrand is a rural development specialist with the Rural Community Assistance Corporation. She provides solid waste assistance in New Mexico and Colorado, working mostly with Native American tribes. She relies on research as well. "Up in Utah, we did waste characterization for the Uintah-Ouray tribe. When we do that, we dump garbage on the



*Many small communities incorporate recycling programs as part of their overall solid waste management strategy.*

*Photo by Jill A. Ross.*

from 10 to 15 different containers," she explains. "We found that the residents only produce 1.3 pounds per person every day, not including the larger items. It was really helpful for the tribal officials and the staff to see it." (According to the U.S. Environmental Protection Agency, the average person generates approximately 4.4 pounds of trash per day.) Once Hildebrand and the decision makers had this information, her office prepared materials to educate the community

about their solid waste management options.

Dennis Siders provides solid waste technical assistance to Midwestern states from his Midwest Assistance Program office in Missouri. He likes to introduce communities to full-cost accounting. "I work with them on a spreadsheet that breaks expenses down to things like payroll, disposal fees, how much gas went into the truck, and how much repairs cost, and on the revenue side is what they brought in." In some cases, he says, a community may not keep separate track of what it spends on gasoline for its solid waste program. "It takes a while to break that down and show them where to get all the numbers so they can do it themselves in the future." According to Siders, full-cost accounting is a tool that enables communities to streamline their operations and make good management decisions.

As part of the information gathering process, Siders also helps local officials find out what people are thinking. "If, say, a community is losing money on their trash program, a good

survey question would be something like, 'The city is paying \$500,000 a year for trash service out of general revenue and losing money.

Which of the following would you prefer: raise taxes, divert money from other services, establish an unlimited-service user fee, or establish a user fee based on the number of bags at the curb?'" Surveys can serve several functions, says Siders. They educate the public about problems and possible solutions, they inform local officials about public sentiment, and they can also provide information about areas where the public needs further education—for example, what and how to recycle.

Gwinn feels the most successful programs result when the public is educated along with local officials. "I encourage the local governments to put together citizens' working groups, and especially to draw in a broad spectrum of people from the community—a couple of business leaders, a teacher, a mom who volunteers—to make sure there's a good cross-representation of the public," she says. "As you're working with this team of individuals, they're becoming solid waste experts, and they in turn can share that knowledge in their spheres of influence."

### Setting policy

Once the nature of the problem is clear, it's time for local decision makers to consider their options and agree upon a course of action. At this stage, assistance providers make sure decision makers clearly understand their options.

When a community is making major changes, Siders takes the opportunity to educate them about ways they can minimize costs. For example, he worked with Branson, Missouri, comedian Yakov Smirnoff to create an educational video about source reduction. "The point of the video is to let communities know there's another option out there, to say, 'This is what some other communities in Missouri are doing—would you like to consider this?'" Based on information Siders provided about source reduction, 15 communities have chosen to minimize their waste streams through "Pay-As-You-Throw" programs.

Technical assistance providers know there's no better training than seeing how other communities deal with issues similar to theirs. "We're looking now at developing a transfer station for Santo Domingo Pueblo, which will reduce costs and improve service," says Hildebrand. At this point in the process, when community leaders are making major spending

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decisions, she makes sure they know the differences between their options. “I find money to take them to another site or two or three so they can see a demonstration: a good transfer station and a really bad one, or a cheap one and an expensive one. I let them interview the people that are managing them,” she explains.

Decision makers also have to be able to match the costs of their different options with their community’s financial circumstances. “For instance, if a community were looking to do a comprehensive collection city-wide, I would talk to them about a manual collection system, a semi-automated system, and a fully-automated system,” Gwinn says. “In one, your cost is going to be higher in personnel; in the other one it’s going to be in equipment.”

When all the information is finally in, assistance providers can only sit back and wait. Siders emphasizes that the solution is always a local one. “We don’t have much control over the final product. The decisions are made by the individual communities. We don’t go in and tell them what to do.” But by this time, community leaders have the knowledge they need to make competent choices.

### Putting it into action

Once a community knows what it wants, it faces a whole new set of challenges. Implementing a program involves everything from hiring personnel to buying equipment, from choosing contractors to educating the public about changes in the system.

When a community Hildebrand works with comes to the point of hiring a solid waste manager, she helps train the new manager. As in the policy-setting phase, she likes the hands-on, demonstration approach. “The best way to train them is to take them to other tribes or other facilities. I take them to more than one site if I can, spend a day here and a day there. I’ll also introduce them to regulatory people and to resource people.”

Making big spending decisions is a potential pitfall for inexperienced local decision makers, says Gwinn. “I lead them through the process, and encourage them to do as much of the actual work as possible. In the process, they learn to carry out important tasks like requests for proposal, purchasing, and bid solicitations.”

An important part of the community’s implementation work is educating the public. When it comes to illegal dumping, Gwinn says, “eradication is done in concert with education. One way is to get juveniles out to work on the program—very effective for keeping the kids from chucking fast food cartons out the window. Clean up roadside litter and illegal dumps with

them, and you are educating an entire generation of citizens. You can believe that’s information they’ll take home and pass on to their parents.”

Hildebrand also helps to educate the public about a new system—and has fun doing it. Working with the Havasupai tribe at the bottom of the Grand Canyon in Arizona last year, she helped publicize a new recycling program. “We started out with school kids, an Earth Day poster contest, and paid for it with cash prizes. Before that, they did a big aluminum can recycling drive, made \$500 or \$600, and used that as prizes for the top three designs. We took the top three and made them into posters and Mylar plastic signs and fliers.” The materials were made in the tribe’s native language and in English. “In terms of public education and getting the information out there, it really helped,” she says.

Finally, Hildebrand thinks ahead with the communities she works in. “Especially the non-payment of bills and illegal dumping—those are the things that we always talk about, but how do you deal with it in your community specifically?” She prepares detailed plans for handling common problems in the future. “I try to leave them with information, resources, and confidence.”



*Workers dressed in protective gear sort paint and other toxic chemicals during a special household hazardous waste collection event. Photo courtesy of Rural Housing Improvement.*

### Training takes many forms

“With any project that I do, sustainability is the big thing—they need to be able to keep doing what they do once I walk away,” says Gwinn. “The whole objective is to teach them along the way so that when I leave they understand what has been done, how it has been done, and what needs to happen in the future to keep it going.”

For small community officials, who often cannot take the time to travel, the on-location services of solid waste assistance providers are the kind of training they can use. “We have access to the conferences and journals and training opportunities, so we’re able to absorb this knowledge on the grand scale and then distill it down to what is useful to a rural community,” Gwinn points out. “We’ve seen things that have worked, and we’ve seen things that have failed miserably, so we bring that knowledge, too.”

Hildebrand adds, “We’re not classroom trainers, we’re in-the-field trainers. We have to be flexible because we’re so site-specific and so community-specific that our bag of tools has to be huge. We’re constantly thinking on our feet.”


# RCAP offers solid waste technical assistance

The Rural Community Assistance Program (RCAP) works with small communities through its network of nonprofit affiliates in six regions: Northeast, Southeast, South, Midwest, West, and Great Lakes. Solid waste specialists in each regional field office offer on-site training and technical assistance to local officials dealing with everything from purchasing equipment to developing comprehensive integrated solid waste management plans. Through RCAP's program, local officials receive help and learn about administering public opinion surveys, educating community residents, seeking bids, selecting contractors, evaluating engineering plans, and drafting ordinances—in short, anything and everything connected with managing a solid waste program.

RCAP provides assistance at no charge to the communities it serves—those with populations of 10,000 or less. RCAP's solid waste program is funded primarily through Technical Assistance Grants from the U.S. Department of

Agriculture's Rural Utilities Service. Each RCAP regional program is managed by a different local affiliate, and each affiliate manages its solid waste program differently. Some RCAP offices offer solid waste services throughout their regions, and others offer services in a few states, with the list of states changing from one funding year to the next.

Patrick Pinkson-Burke, one of RCAP's Northeastern solid waste representatives, summarizes the program's value clearly: "Where you have no paid official to do solid waste planning, it can be overwhelming. Mostly what we provide is somebody that can come in and guide you through the process."

Listed below are the states projected to be covered for the funding year that began October 1, 2001. But communities in other states that need services should feel free to call; there are, at times, other options for funding work in communities outside these areas. 



## RCAP Solid Waste Program

### **RCAP National Office**

Washington, D.C.  
(888) 321-7227 or (202) 408-1273  
[www.rcap.org](http://www.rcap.org)

### **Northeastern Region: Rural Housing Improvement (RHI)**

Serves CT, MA, ME, NH, NJ, NY, PA, RI, VT, PR, Virgin Islands  
(Solid waste programs in VT, NH, MA, NY)  
(800) 488-1969 or (603) 542-8055  
[www.rhircap.org](http://www.rhircap.org)

### **Southeastern Region: Southeast Rural Community Assistance Project, Inc. (SE/R-CAP)**

Serves DE, FL, GA, MD, NC, SC, VA  
(Solid waste programs in MD, NC, GA)  
(540) 345-1184  
[www.seicap.org](http://www.seicap.org)

### **Great Lakes Region: WSOS Community Action Commission, Inc. (WSOS-CAC)**

Serves IL, IN, KY, MI, OH, WI, WV  
(Solid waste programs in IN and MI in 2001)  
(419) 334-5117  
[www.glracap.org](http://www.glracap.org)

### **Midwestern Region: Midwest Assistance Program (MAP)**

Serves IA, KS, MN, MO, MT, ND, NE, SD, WY  
(Solid waste programs in KS, MO, ND, NE, SD)  
(800) 822-2981  
[www.map-inc.org](http://www.map-inc.org)

### **Southern Region: Community Resource Group (CRG)**

Serves AL, AR, LA, MS, OK, TN, TX  
(Solid waste projects conducted in all states)  
(501) 756-5583, ext. 232  
[www.crg.org](http://www.crg.org)

### **Western Region: Rural Community Assistance Corporation (RCAC)**

Serves AK, AZ, CA, CO, HI, ID, NM, NV, OR, UT, WA  
(Solid waste programs in HI, NM, CO in 2001)  
(505) 983-5074  
[www.rcac.org](http://www.rcac.org)



# NETCSC Products List

The following products are available from the National Environmental Training Center for Small Communities (NETCSC). For a complete description of each item visit NETCSC's Web site at [www.netc.wvu.edu](http://www.netc.wvu.edu). Please note that prices are subject to change.

To place an order, write to NETCSC, West Virginia University, P.O. Box 6064, Morgantown, WV 26506-6064; call (800) 624-8301 or (304) 293-4191; fax (304) 293-3161; or e-mail [netc\\_orders@mail.netc.wvu.edu](mailto:netc_orders@mail.netc.wvu.edu).

## Environmental Management

### Training Packages

- TRTPCD01 Basics of Environmental Systems Management for Local Officials/ Training Package .....\$87.00  
*Individual components of TRTPCD01:*
- TRBLCD02 Basics of Environmental Systems Management for Local Officials/16 Participant Booklets .....\$28.00
- TRBLCD03 Basics of Environmental Systems Management for Local Officials/16 Participant Booklet Masters .....\$22.00
- TRSWCD36 Basics of Environmental Systems Management for Local Officials/ CD-ROM.....\$2.50
- TRTPCD04 Working Effectively in Small Communities on Environmental Projects ....\$61.00
- TRTPCD20 Understanding Small Community Dynamics: For Regulatory Officials/Training Package .....\$74.00

### Training Aids

- FDBKFN12 Alternative Financing Mechanisms for Environmental Programs .....\$0.00
- FDBLFN13 A Utility Manager's Guide to Water and Wastewater Budgeting.....\$0.00
- TRBKCS07 Cost Saving Models for Environmental Protection: Helping Communities Meet Their Environmental Goals.....\$18.20
- FMBKFN22 Beyond SRF: A Workbook for Financing CCMP Implementation .....\$0.00
- FMBKFN18 Financing Models for Environmental Protection: Helping Communities Meet Their Environmental Goals ....\$0.00
- TRVTOM06 Pollution Prevention for Vermont's Dairy Manufacturing Facilities/ Video .....\$5.30
- DWBKPE66 Protect Your Groundwater: Educating for Action.....\$0.00

- TRBKPP01 Public-Private Partnerships for Environmental Facilities: A Self-Help Guide for Local Governments .....\$0.00

### Training-Related Information

- TRBLPR03 Do More With SCORE: Small-Community Outreach & Education Helps Solve Wastewater Problems .....\$0.00
- TRBKGN02 Final Report: Training Needs Assessment .....\$9.05
- TRBKRG01 Guide to Federal Environmental Requirements for Small Governments .....\$16.70
- TRBLGN03 Small Community Characteristics and Human Resources Affecting Environmental Management: Building the Capacity of Small Communities Through Training .....\$5.75

## Drinking Water and Wastewater

### Training Packages

- TRTPEP06 Chlorine Residual for Operators/Training Package .....\$55.00
- TRBKFN03 Managing Your Utility's Money/ Instructor's Guide .....\$0.00
- TRBKFN02 Managing Your Utility's Money/Participant's Manual.....\$0.00

### Training Aids

- FMVTPE01 Building Support for Increasing User Fees/Video and Workbook .....\$12.90
- DWBKMG15 Practical Personnel Management for Small Systems .....\$0.00
- WWVTGN13 The Alternative is Conservation/ Video .....\$10.00
- TRVTGN16 The Power to Protect: Three Stories about Groundwater/Video and Workbook.....\$30.65
- WWVTPE33 Water Conservation: Managing Our Precious Liquid Asset/Video .....\$13.50

### Training-Related Information

- TRBLGN04 Operator Training Opportunities ....\$0.00

## Wastewater

### Training Packages

- TRTPEP01 Activated Sludge for Wastewater Operators/Training Package .....\$120.00
- TRTPEP02 Aerobic Digestion for Wastewater Operators/Training Package.....\$110.00





TRBLPE08	Taking Care of Your Septic System: Owner's Basics.....	\$0.50
TRVTPE05	Total Suspended Solids Determination/Video and Workbook.....	\$22.90
TRPSOM08	Troubleshooting Guide for Lagoons/Poster .....	\$2.34
TRPSOM09	Troubleshooting Guide for Rotating Biological Contactors/Poster .....	\$1.65
TRPSOM15	Troubleshooting Guide for Trickling Filters/Poster .....	\$2.00
TRFSPE10	Understanding Your Septic System	\$0.75
WWVTPE06	Upgrading Small Community Wastewater Treatment/Video .....	\$10.00
FMVTMG01	Wastewater Management in Unsewered Areas/Video .....	\$10.00
WWBKDM70	Wastewater Treatment and Disposal Systems for Small Communities .....	\$0.00
WWVTPE16	Your Septic System: A Guide for Homeowners/Video.....	\$10.00

#### Training-Related Information

TRBLOM03	Wastewater Certification for Wastewater Operators and Maintainers .....	\$3.05
TRBKGN08	Wisconsin State Wastewater Center Study Guides .....	\$32.90

### Drinking Water

#### Training Packages

TRTPEP13	Concepts of Bacteriological Sampling in Distribution Systems for Operators/Training Package.....	\$85.00
TRPMCD08	Communicating Drinking Water Issues/Training Package .....	\$49.00
	<i>Individual Component of TRPMCD08:</i>	
TRTPCD07	Communicating Drinking Water Issues/Train-the-Trainer Manual.....	\$37.00
TRTPEP07	Introduction to Disinfection for Operators/Training Package .....	\$97.00
TRTPEP12	Introduction to Groundwater Sources for Operators/Training Package .....	\$90.00
TRTPEP15	Introduction to Surface Water Sources for Operators/Training Package..	\$100.00
TRTPEP08	Introduction to Water Distribution Systems for Operators/Training Package .....	\$100.00
TRTPEP16	Introduction to Water Treatment for Operators/Training Package .....	\$82.00
TRTPCD39	Managing a Small Drinking Water System: A Short Course for Local Official/Training Package .....	\$127.50
TRPMCD40	Managing a Small Drinking Water System: A Short Course for Local Official/Participant Modules and Resource Pack .....	\$82.00

#### Training Aids

DWBLFN12	Action Guide for Source Water Funding: Small Town and Rural County Strategies for Protecting Critical Water Supplies.....	\$0.00
DWBLGN24	Drinking Water Glossary: A Dictionary of Technical and Legal Terms Related to Drinking Water .....	\$0.00
DWBKRG21	Lead in Drinking Water Regulation: Public Education Guidance.....	\$0.00
TRSWOM14	Montana Source Water Protection Technical Guidance CD-ROM .....	\$20.00
TRVTGN14	Protecting Your Groundwater Supply: Putting the Pieces Together/Video.....	\$15.00
DWBMKG05	The Water Board Bible: The Handbook of Modern Water Utility Management .....	\$0.00

#### Training-Related Information

TRBLOM02	Drinking Water Certification for Drinking Water Operators and Maintainers ..	\$2.60
DWPKRG25	Safe Drinking Water Act Pocket Guide and 1996 Amendments .....	\$0.00
TRBKGN07	Wisconsin State Drinking Water Center Study Guides .....	\$10.10

### Solid Waste

#### Training Packages

TRTPCD19	Economics and Marketing of Recyclables for Small Communities .....	\$66.00
TRTPCD05	Managing Groups and Conflict .....	\$70.00
TRTPCD24	Solid Waste Management Options for Local Officials/Training Package .....	\$66.00
	<i>Individual Components of TRTPCD24:</i>	
TRPMCD25	Participant's Materials .....	\$46.00
TRSWCD53	PowerPoint® Presentation (PC Format) .....	\$10.00
TRSWCD26	PowerPoint® Presentation (Mac Format) .....	\$10.00
TRTPCD13	Reducing Commercial and Industrial Solid Waste for Community Solid Waste Managers/Complete Package.....	\$72.00
	<i>Individual Components of TRTPCD13</i>	
TRTGCD14	Trainer's Guide.....	\$46.00
TRPMCD15	Participant Manual .....	\$40.00

## Training Aids

TRBKMG01	Business Guide for Reducing Solid Waste .....	\$0.00
TRBKMG02	Decision Maker's Guide to Solid Waste Management, Second Edition .....	\$52.00
TRVTOM12	Down with Dumps (Part 1): Making a Better Community Landfill in Rural Alaska/Video .....	\$10.00
TRVTOM13	Down with Dumps (Part 2): Rural Landfills Design and Operations/Video .....	\$15.00
TRBKFN05	Full Cost Accounting for Municipal Solid Waste Management .....	\$0.00
TRBKPE04	Landfill Technical Guidance Manual .....	\$35.20
TRBLGN09	Media Interviewing Skills for Recycling Coordinators .....	\$5.75
<i>Municipal Solid Waste Planning Guides</i>		
TRBLOM04	Estimating Composition and Quantities of Solid Waste Generation (Guide 1).....	\$10.35
TRBKFN01	Estimating Solid Waste Transportation Costs (Guide 2) .....	\$8.95
TRBKGN15	Determining the Feasibility of Resource Recovery (Guide 3).....	\$11.25
TRBKFN04	Determining the Economic Feasibility of a Solid Waste Boiler (Guide 4).....	\$11.50
TRVTPE06	Nuts and Bolts of Pay-as-You-Throw/ Video.....	\$13.35
TRPKTR12	Pay-as-You-Throw Tool Kit .....	\$0.00

## Training/Adult Education

TRBLGN10	1995 Small Community Environmental Training Trends and Issues .....	\$3.75
TRBLGN05	1994 Small Community Environmental Training Trends and Issues .....	\$3.05

TRBLGN13	Annotated Bibliography for Training Evaluation .....	\$1.60
TRBLTR07	Computer-Assisted Instruction in Environmental Training .....	\$2.60
TRBLTR11	Coping with Varied Entry Level Skills: Tailoring for All Learners .....	\$15.00
TRBLGN19	Distance Learning and Environmental Training: A Resource Guide .....	\$7.20
TRBLTR03	Evaluating the Results of Environmental Training .....	\$2.90
TRBLGN17	Evaluating Training .....	\$4.75
TRBLTR08	Formative Evaluation of Environmental Training Programs .....	\$2.90
TRBLTR04	Instructional Design Considerations for Environmental Training .....	\$2.20
TRBLTR06	Interactive Video in Environmental Training .....	\$2.90
TRBKTR13	NETCSC Training Skills Handbook .....	\$8.50
TRBKTR01	Questioning Techniques for Trainers: Developing Critical Thinking .....	\$15.00
TRBLTR09	Summative Evaluation of Learners in Environmental Training .....	\$3.20
TRBLTR05	Teleconferencing in Environmental Training .....	\$2.75
TRBLTR02	Training Needs Assessment: Matching Techniques and Contexts .....	\$3.20
TRBLGN21	Videoconference Techniques for Environmental Trainers .....	\$15.00
TRBLIN01	1992-2000 Index of <i>E-train</i> Articles	\$0.00

## NETCSC Database Searches

TRBLCM03	Training Activities Database .....	\$ varies
TRBLCM06	Training Materials Database.....	\$ varies

## Please share your resources with NETCSC

The National Environmental Training Center for Small Communities is continually updating its inventory of training resources. We would like to receive information about new resources (books, videotapes, training packages, posters, etc.) to review and include in our clearinghouse of materials for environmental trainers. If you are aware of training materials in the areas of drinking water, wastewater, or solid waste that you would like to share with others, we'd welcome the opportunity to review them. Please share your ideas with NETCSC training specialist, MaryAlice Dunn, at (800) 624-8301 or (304) 293-4191, extension 5538, or by e-mail at [mdunn@wvu.edu](mailto:mdunn@wvu.edu).



# NETCSC welcomes Hoornbeek as director

by Jill A. Ross  
E-train Editor

The National Environmental Training Center for Small Communities (NETCSC) recently welcomed a new director but introductions were not necessary since it was a familiar face who rejoined the organization in a new role. After a two-year hiatus, John A. Hoornbeek, former NETCSC training research associate, assumed the post of NETCSC director on October 1, 2001.



John A. Hoornbeek

Hoornbeek managed NETCSC's training programs, including curriculum development and training deliveries, from 1994 until 1999 when he became a full-time doctoral student and

teaching fellow at the University of Pittsburgh. Hoornbeek's academic work focused on environmental policy, with a special emphasis on water pollution control.

With his coursework completed and his dissertation well underway, Hoornbeek is looking forward to applying what he's learned. "I'm very happy to be here," he says. "It's nice getting reconnected to what's happening in the environmental management world after being in an academic setting."

But Hoornbeek's not been away from the environmental management world for long. He's worked on environmental issues for 20 years and began working in the training field in the late 1980s. Prior to joining NETCSC, Hoornbeek worked for the U.S. Environmental Protection Agency (EPA) for almost eight years, where he served as a section chief and program analyst. His work included assignments in the Office of Water, the Office of Air and Radiation, Region 5 in Chicago, and EPA's Training Institute. His work at EPA focused on water pollution, indoor air pollution, and environmental training. Hoornbeek has worked on health and environmental issues in other settings as well, including the U.S. Congress, the Milwaukee County Department of Health and Human Services, Argonne National Laboratory, and the Wisconsin State Legislature.

When Hoornbeek worked as a legislative aide for an assemblyman in the Wisconsin State Legislature in the early 1980s, his experience helping one small village experiencing sewer problems made a lasting impression on him. "I saw firsthand the difficulties that small

communities can have dealing with environmental issues, especially how hard it can be for people who are not trained fully in this area to deal with such complex technical, financial, and politically-charged problems," he says.

According to Hoornbeek, "coming to NETCSC was a natural step for me." Drawing from his experience at the federal, state, and local levels, Hoornbeek saw an opportunity to help small communities—like the village he had worked with in Wisconsin—all over the country through his work at NETCSC. "It also provided me with an opportunity to focus on improving environmental management through training and educational efforts—fields in which I have a great interest," he adds.

"NETCSC is here to improve the public health and environmental quality of small communities," says Hoornbeek. "We've made some great strides in helping small communities, but a decade into our existence we need to adjust and adapt our previous strategies to address new and changing realities."

Hoornbeek sees a need to improve our collective understanding of how changing circumstances in the 21st century are affecting small community environmental management. He cites issues relating to capacity development and management in water and wastewater, changes in the structure of the solid waste industry, continuing concerns over the need for "smart" growth, meeting new and existing health and environmental standards and, most recently, the security challenges highlighted by terrorist attacks on the country, as issues facing small communities that need further attention.

"With a changing set of issues and new technological approaches, our challenges at NETCSC are to foster a greater understanding of small community environmental management and training needs, and to help smaller communities deal with these changing realities in an affordable and competent way," says Hoornbeek. "Education and training are essential tools in the effort to meet these challenges."

Hoornbeek feels that his organization is in an excellent position to use these tools effectively. "NETCSC is unique in that we can help small communities work across media—wastewater, drinking water, and solid waste. We can look at communities and their needs holistically and deliver services to communities from multiple sources. We also have an extensive set of targeted educational resources to use in these efforts and a substantial network of experts and contacts who can help us reach our audiences effectively."

*continued on page 14*



# Efforts underway to train water systems on emergency planning and security

by Ann Murray  
NETCSC Contributing Writer

Since the terrorist attacks of September 11, water systems throughout the country are paying increasing attention to security issues. Many government agencies and private organizations are working overtime to develop training sessions, materials, and resources that will address public water systems' urgent need for emergency planning and security training.

"With thousands of water systems in the country, the need for emergency preparedness and security training presents an enormous challenge," says John Hoornbeek, director of the National Environmental Training Center for Small Communities (NETCSC). "Fortunately, many groups are rising to the challenge as assistance and training is now being made available to help communities deal with the many complex and potentially costly issues related to security."

The following information

provides an overview of some of the major security training efforts currently underway. However, it is by no means a comprehensive summary of the many training initiatives being developed. *E-train* will make every effort to keep readers up-to-date as information about additional activities and resources becomes available in the future.

## U.S. EPA

The U.S. Environmental Protection Agency (EPA) is working to provide local water utilities with information as well as technical training on conducting vulnerability assessments and enhancing emergency response plans. The agency has formed a Water Protection Task Force, which is addressing the needs of larger systems and is currently working toward tailoring security information to smaller water systems.

For more information about EPA's training and resources, visit:

- EPA's Office of Ground Water and Drinking Water Web site at [www.epa.gov/ogwdw/](http://www.epa.gov/ogwdw/),

- EPA's Safe Drinking Water Web site at [www.epa.gov/safewater/](http://www.epa.gov/safewater/), or
- EPA's Counter Terrorism Web site at [www.epa.gov/eftpages/ecounterterrorism.html](http://www.epa.gov/eftpages/ecounterterrorism.html).

You also may contact EPA's Safe Drinking Water Hotline at (800) 426-4791.

EPA is also partnering with the American Water Works Association (AWWA) and the American Water Works Association Research Foundation (AWWARF) to offer training.



NETCSC and NDWC provided a downlink site for AWWA's satellite teleconference "Security Risks Assessment for Water Utilities." Photo by Michelle Moore.

## AWWA, AWWARF

AWWA has been conducting workshops and developing resources to address the need for security training.

AWWA is now offering "Counter Terrorism and Security in the Water Industry: A Manager's Guide for Keeping Your Utility Safe," a free one-and-a-half day seminar. The target audience for this training is water and waste-

water executives and managers. The seminar was held in several states in December and the January workshops have already reached capacity.

An online version of this seminar will be available in February. Seminar content also will be packaged by mid-2002 and sold as a "Seminar in a Box" (SIB). SIB programs provide information about how to host the course at your location. (For more information about AWWA's SIB Program, contact Mayme Larson at AWWA Education Services at (303) 347-6204 or [mlarson@awwa.org](mailto:mlarson@awwa.org).)

AWWA and Sandia National Laboratories sponsored the satellite teleconference, "Security Risks Assessment for Water Utilities," November 27. The teleconference provided practical, how-to knowledge for protecting drinking water systems. Technology and emergency planning were highlighted.

Videotapes of the teleconference are available from AWWA. Tapes are being mailed at no cost to AWWARF subscribers, AWWA member utilities, tribal nations, and state drinking water administrators. Others can purchase the video at cost from AWWA's online bookstore at [www.awwa.org/bookstore](http://www.awwa.org/bookstore), by e-mail at [custsvc@awwa.org](mailto:custsvc@awwa.org), or by calling (800) 926-7337.

## NDWC Provides Security Information Online

The National Drinking Water Clearinghouse (NDWC) offers a variety of updated links to security training and resources on its Web site. The NDWC has gathered articles, checklists, addresses, and phone numbers from agencies and organizations across the country.

To access this information, visit [www.nesc.wvu.edu/ndwc/ndwc\\_protect.htm](http://www.nesc.wvu.edu/ndwc/ndwc_protect.htm). To obtain a hard copy of this information, contact Michelle Moore, NDWC promotions editor, at (800) 624-8301 or (304) 293-4191, extension 5545, or by sending a fax to (304) 293-3161.



Teleconference slides and a Webcast version of the November teleconference are available through [www.awwa.org/assess](http://www.awwa.org/assess).

AWWA's June 2002 Annual Conference and Exposition in New Orleans will address security issues in a Sunday workshop called "Counter Terrorism and Water Security: Taking it to the Front Line." This workshop will be offered as a seminar during the second half of 2002. All 2002 AWWA conferences will present special sessions and presentations on security.

AWWA also offers additional utility preparedness resources, including books and videotapes that address the threat of terrorism. All who purchase *Manual 19, Emergency Planning for Water Utilities* will be sent *Security Analysis and Response for Water Utilities* as a complementary insert. This 25-page booklet is being developed into a longer stand-alone field guide that will include templates and checklists. For more information, visit [www.awwa.org/secureresources.cfm](http://www.awwa.org/secureresources.cfm).

Sandia National Laboratories and AWWARF will conduct a series of eight three-day workshops that will provide vulnerability assessment training to 16 larger drinking water facilities. AWWARF will choose the facilities and two people from each facility will be invited to attend. For more information, visit AWWARF's Web site at [www.awwarf.com](http://www.awwarf.com) or contact Jeff Danneels at Sandia National Laboratories at (505) 284-3897 or [jjdanne@sandi.gov](mailto:jjdanne@sandi.gov).

### NDWC, NETCSC

The National Environmental Training Center for Small Communities (NETCSC) and the National Drinking Water Clearinghouse (NDWC) are working to develop a security training course specifically for small drinking water systems. Titled "Small Water System Infrastructure Protection, Preparedness, and Response to a Security Breach," the course is designed for small water system personnel and organizations, community officials, emergency management and response personnel, and related organizations.

The course will help small drinking water systems put basic infrastructure security measures into place and prepare for possible security threats. Participants will learn how to determine their system's vulnerabilities and how to evaluate their capability for an emergency response.

The project's first phase will include the development of a one-half day course. The pilot testing and initial course deliveries will take place in West Virginia in February and March 2002.

The second phase will include developing a print-based training module that will be added to NETCSC's "Managing a Small Drinking

Water Course: A Short Course for Local Officials" training curriculum. This course is designed to help decision makers and local officials implement management practices that will improve their ability to provide safe drinking water. When completed, the new training module on security issues will include a trainer's guide and may be used in the classroom, for self-study, or in the field.

Systems, communities, or regions may contact NETCSC or NDWC to discuss having the security training course offered in their area. Call (800) 624-8301 or (304) 293-4191 and speak with Sandra Fallon at NETCSC, extension 5582, or Geri Ramsier at NDWC, extension 5520.

### TEEX, NERRTC

The Texas Engineering Extension Service (TEEX) and the National Emergency Response and Rescue Training Center (NERRTC) are offering the course, "Public Works: Planning for and Responding to Terrorism/Weapons of Mass Destruction (WMD)." This course will help public works managers and supervisors in their critical infrastructure, public services responsibilities, and roles in a city or county's preparation and response to a terrorism/WMD incident. Participants will learn how to work together in multi-disciplinary teams to effectively manage a terrorism/WMD incident.

This nationwide training class is conducted over three days and is taught on-site within a city or county. Funded by the U.S. Department of Justice, the course consists of lectures, small group discussions, participant activities, case studies, and scenario-driven exercises. A participant must hold managerial or supervisory positions within the public works discipline and have successfully completed the prerequisite course "Terrorism/WMD Incident Awareness." Maximum course size is 40 people. Training and course materials are free to eligible jurisdictions.

For more information about the course, contact Roy Robinson at (979) 458-6758, by fax at (979) 458-6771, or by e-mail at [roy.robinson@teexmail.tamu.edu](mailto:roy.robinson@teexmail.tamu.edu). Dates and locations for this course are available online at [www.teex.com/campus](http://www.teex.com/campus).

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## Additional Security Resources

During this time of heightened awareness about security, water systems need to be aware of the following resources:

- The Association of Metropolitan Water Agencies (AMWA), in conjunction with the U.S. Environmental Protection Agency and the Federal Bureau of Investigation (FBI), is currently developing a notification system that will quickly share information among drinking water and wastewater providers, the law enforcement community, and emergency response officials. The Water Information Sharing and Analysis Center (ISAC), will be used to alert authorities and water and wastewater system officials of threats, potential vulnerabilities, and incidents. Water ISAC will be a membership organization of water systems that will require application approval and an annual fee.

Utilities may obtain more information about the Water ISAC by filling out a contact form online at [www.amwa.net/isac/contactus.html](http://www.amwa.net/isac/contactus.html) or by calling AMWA's Susan Tramosch at (202) 331-2820 or sending a fax to (202) 785-1845. Online readers may also review a page of related water security links at [www.amwa.net/isac/index.html](http://www.amwa.net/isac/index.html).

- Systems should report suspicious incidents to local law enforcement, one of the 56 local FBI Field Offices, and the National Infrastructure Protection Center (NIPC) Watch and Warning Unit. Contact NIPC at (202) 323-3204, toll-free at (888) 585-9078, or by e-mail at [nipc.watch@fbi.gov](mailto:nipc.watch@fbi.gov).

## Operator training available on Web, CD

The Montana University System Water Center has developed a computer-based training program for water system personnel. The training is available on both the Internet and CD-ROM.

Titled "Operator Basics," the training is designed to help operators and managers enhance the skills they need to operate a water system and is targeted specifically to small public systems. Some of the 11 topics covered include groundwater basics, introduction to public water supplies, and groundwater treatment.

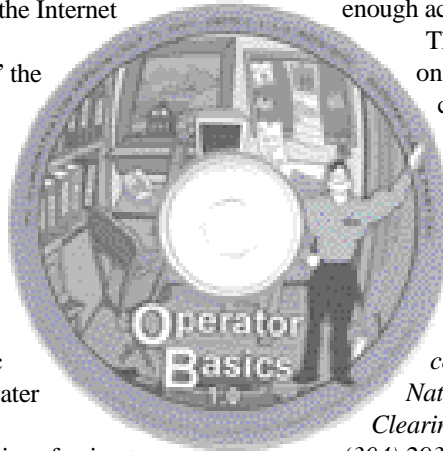
Users work through a series of animated activities and illustrations to understand the concepts. The program also includes glossary

games and a math practice and quiz component. Access to the "Watering Hole Casino" is given to those who successfully work through enough activities.

The program is designed to run on Pentium-class PCs and Mac computers with Version 4 and above browsers. A sound card will enhance the experience but is not necessary.

"Operator Basics" is available on the Web at <http://water.montana.edu/> training. To obtain a free copy of the CD, contact the National Drinking Water Clearinghouse at (800) 624-8301 or (304) 293-4191 and request

Item #DWCDTR18. 



## Environmental Finance Center offers financial software programs


The Environmental Finance Center (EFC) at Boise State University in Idaho is offering two new software programs—CAPFinance™ and Ratio 8™—for small water systems.

"CAPFinance™ is a water system asset inventory and financial planning model that systems can use to figure out how much money is needed from rates for system replacement," says Bill Jarocki, EFC director. An easy-to-use, icon-driven software program, CAPFinance™ provides a simple method of accounting for capital assets and analyzing funding options for renewing and replacing these assets.

"Ratio8™ is a handbook and spreadsheet tool that water systems can use to monitor

their financial condition over time," says Jarocki. This program also helps small systems identify key financial capacity trends and to think about how daily decisions affect financial condition. Designed to complement any accounting and reporting system, Ratio 8™ focuses on eight financial areas: operations, revenue, liability, sales, expenses, assets, debt, and accounts receivable.

Both programs are available free from the Boise State University EFC.

For more information or to obtain copies of the software programs, visit the EFC's Web site located at <http://sspa.boisestate.edu/efc>, or contact the center at (208) 426-1567 or via e-mail at [bjarock@boisestate.edu](mailto:bjarock@boisestate.edu). 


## NETCSC welcomes Hoornbeek as director

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Hoornbeek takes the NETCSC helm from the capable hands of Richard Phalunas, Ed.D., who served as NETCSC director over the last four years. Phalunas will still be involved with NETCSC. Upon Hoornbeek's arrival in October, he returned full time to his role as associate director of the National Environmental Services Center (NESC). NESC is made up of NETCSC, the National Small Flows Clearinghouse, the National Drinking Water Clearinghouse, and the National Onsite Demonstration Program.

"We are very pleased that John has returned to NESC," says Phalunas. "We look forward to his leadership of the training center. The breadth of John's experience with environmental issues;

with federal, state, local, and private partners; and his strong desire to improve conditions in small communities across the country will certainly have a positive impact on the selection of strategic directions for NETCSC in its second decade."

In his first few months on the job, Hoornbeek is enjoying reconnecting with NETCSC staff members and those in the environmental training field. He welcomes the opportunity to talk with anyone who wishes to share their thoughts and insights about environmental training and how NETCSC can assist smaller communities. He can be reached at (800) 624-8301 or (304) 293-4191, extension 5579, or via e-mail at [jhoornbeek@mail.nesc.wvu.edu](mailto:jhoornbeek@mail.nesc.wvu.edu). 

*Mark your calendar now!*



# The Environmental Training Institute for Small Communities

2002

## "Public Health and Environmental Quality: Small Communities in the 21st Century"



*When?* August 5–9, 2002

*Where?* Morgantown, West Virginia

*Who should attend?*

Assistance providers, state regulatory officials, environmental trainers, local officials, board members, county commissioners, planners and supervisors, regional planning and development districts, utility managers, mayors, water system staff, and environmental consultants and engineers.



### *Topics to be addressed at the 2002 Institute include:*

- Drinking water security issues in small communities
- Alternative onsite wastewater system technologies
- Managing a small drinking water system—management and finance
- GASB 34—new financial accounting and reporting standards
- Assessing wastewater options
- Model training programs that are reaching local officials in small communities
- The new arsenic requirement and its implications for small communities
- Wastewater treatment system tours
- Resource exhibits



**Co-sponsors, Exhibitors Invited:** NETCSC welcomes other organizations interested in co-sponsoring this training event. Organizations that support small communities also are invited to showcase their services and resources in the Institute Exhibit Hall.

**Training Resources Welcome:** NETCSC welcomes new resources available to assist trainers (e.g., curricula, videotapes, posters, books, software programs, etc.). Space will be available at the Institute to display these resources.

**Institute Information:** For more information about the Institute and opportunities for co-sponsors and exhibitors, contact MaryAlice Dunn at (800) 624-8301 or (304) 293-4191, extension 5538, or via e-mail at [mdunn@wvu.edu](mailto:mdunn@wvu.edu). You may also visit NETCSC's Web site located at [www.netc.wvu.edu](http://www.netc.wvu.edu).

**August 5 – 9, 2002**

**Morgantown, West Virginia**

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## Efforts underway to train water systems on emergency planning and security

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### MCET

The Maryland Center for Environmental Training (MCET) plans to develop and deliver security training sessions in 2002. Training materials also are being developed.

Based upon the success of the training, "Guarding Your Drinking Water: Protecting Your Water System Against Terrorism and Sabotage," which was offered in fall 2001, the 2002 training classes will offer a more focused look at emergency planning so that entire systems can be examined. These courses will follow the Federal Emergency Management Agency's (FEMA) *Emergency Management Guide for Businesses and Industry*, a step-by-step approach to emergency planning, response, and recovery. (The FEMA guide is available free online at [www.fema.gov/library/biz1.htm](http://www.fema.gov/library/biz1.htm) or by calling (800) 480-2520. Request Item #8-0628.)

MCET's "Chemical Awareness and Emergency Response" class, which will be held in March 2002, will add a terrorist component. For additional information, visit MCET's Web site at [www.mcet.org](http://www.mcet.org) or contact Karen Brandt at (301) 934-7500.

*Future issues of E-train will provide details about additional security training activities and resources for water and waste - water utilities as they become available. If you would like to share information about a security training event or resource, please contact Sandra Fallon, NETCSC training specialist, at (800) 624-8301 or (304) 293-4191, extension 5582, or via e-mail at [sfallon@wvu.edu](mailto:sfallon@wvu.edu).*



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