

INVESTING IN SUCCESS WORKSHOP
ATTENDANCE & CONTACT LIST

Regional Biosolids Info Networks Workshop Participants

Preferred Listing	Company	Phone 1	STATE	REGION	STATUS
Ellen Huffman	Charlotte-Mecklenburg Utility District	704-391-5168	NC	Southeast	attendee
Wayne Waldrup	Georgia Water and Pollution Control Asso	770-429-0187	GA	Southeast	attendee
Rebecca West	Western Carolina Regional Sewer Authorit	864-299-4714	SC	Southeast	attendee
Gary Wegner	Wegner Ranch	(509) 796-4825	WA	Northwest	attendee
Ann A. Bosiak	Wheelabrator - Bio Gro	800-838-8177	ME	Northwest	attendee
Shelagh Connolly	White Mountain Resources Management Inc.	603-536-8900	NH	Northwest	attendee
Adrienne P. Touart	BioCycle Magazine	206-781-1599	WA	National	attendee
John Walker	U.S. Environmental Protection Agency	(202) 260-7283	Wash. DC	National	attendee
Steve Gerwin	WSSC	301-206-7580	MD	Mid-Atlantic	attendee
Tony Hermann	Hydropress Environmental Services Inc.	908-859-5200	NJ	Mid-Atlantic	attendee
Marie Kruzan	Association of New Jersey Recyclers	908-722-7575	NJ	Mid-Atlantic	attendee
Barbara Petroff	U.S. Filter	717-263-7654	PA	Mid-Atlantic	attendee
Layne Baroldi	Orange County Sanitation Districts	714-962-2411	CA	California	attendee
Ray Kearney	City of Los Angeles	310-648-5360	CA	California	attendee
Craig Lekven	Sacramento Regional County Sanitation Di	916-875-9205	CA	California	attendee
Heidi Marks	Wheelabrator Water Technologies, Inc.	(714) 476-4080	CA	California	attendee
Linda Novick	Wheelabrator Water Technologies, Inc.	(714) 476-4080	CA	California	attendee
Julie Adams	King Co. Dept. of Natural Resources	(206) 684-1255	WA	Northwest	attendee
Carol Park	Northwest Biosolids Management Assoc.	(206) 689-3469	WA	Northwest	coordinator
Brian True	Northwest Biosolids Management Assoc.	(206) 684-1277	WA	Northwest	coordinator
Craig Cogger	Washington State University	(253) 445-4512	WA	Northwest	coordinator
Kyle Doney	Washington State Dept. of Ecology	(360) 407-6107	WA	Northwest	presenter
Steve Gilbert	King Co. Dept. of Natural Resources	206-684-1243	WA	Northwest	presenter
Dr. Chuck Henry	University of Washington	(206) 685-1915	WA	Northwest	presenter
David K. Hufford	City of Tacoma	(253) 502-2155	WA	Northwest	presenter
Melvin D. Kemper, Jr., P.E.	City of Tacoma	(253) 502-2161	WA	Northwest	presenter
Roberta King	King Co. Dept. of Natural Resources	(206) 684-1249	WA	Northwest	presenter
Peter Maehno	King Co. Dept. of Natural Resources	(206) 684-1244	WA	Northwest	presenter
Tanya Moll	Northwest Biosolids Management Assoc.	(206) 684-1145	WA	Northwest	presenter
Doug Newlands	King Co. Dept. of Natural Resources	206-689-3420	WA	Northwest	presenter
Carol A. Ready	King Co. Dept. of Natural Resources	(206) 684-1212	WA	Northwest	presenter
Doug Schindler	Mountains to Sound Greenway		WA	Northwest	presenter
Tom Theftford	City of Everett	206-257-8824	WA	Northwest	presenter
Dan Thompson	City of Everett Public Works	(425) 257-8860	WA	Northwest	presenter

INVESTING IN SUCCESS WORKSHOP

DISCUSSION NOTES



NORTHWEST BIOSOLIDS MANAGEMENT ASSOCIATION

821 Second Ave. M/S 138, Seattle, WA 98104-1598

Phone: (206) 684-1145

Fax: (206) 689-3485

REGIONAL BIOSOLIDS INFORMATION NETWORKS WORKSHOP

“INVESTING IN SUCCESS”

DISCUSSION TOPICS:

“WHY ARE WE HERE?”

The following are the reasons that Workshop participants gave for their attendance as they introduced themselves at the beginning of the Workshop. They are in no particular order but are categorized within broad topic areas with these denotations: M = management/staff, C = communications, N = networking, R = research, and O = other.

Learn about other biosolids management programs from around the USA. N

Learn how to set up a more formal regional network. N

Develop strategies to improve the relationships between generators and users. C

Learn what network building strategies have worked for the NBMA. M/N

Learn how to get university backing. R

Improve abilities to work together, cooperate, and collaborate. N

Develop proactive problem prevention strategies. N/C

Learn where money resource comes from, how to convince others to contribute. M

Learn how to maintain the credibility of a biosolids-only organization. M

Learn how to prioritize volunteer effort. M

Learn how “power in numbers” works in the Northwest. M/C

Develop strategies to counter anti-biosolids people, groups. C/N

Develop strategies for cooperation in public education and public perception approaches. C

Learn how the Northwest is dealing with septage issues. O

Develop strategies for working with farmers, ranchers. C/N

Learn about methods for working with other states on biosolids management issues. N

Learn how to keep “bosses” enthused about biosolids and public awareness. M



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“INVESTING IN SUCCESS”

DISCUSSION TOPICS:

“WHY ARE WE HERE?”

(Continued)

Learn how to help small communities with their biosolids programs. M/N

Develop ideas for educating operators of biosolids programs. C

Learn how to foster the concept that biosolids is a valuable commodity. C/N

Learn how to develop a “hub” for regional biosolids issues. N

Learn how to make the efforts of many small organizations “coalesce”. N

Learn about the benefits of a biosolids-only organization addressing many topics/issues. M

Develop strategies to gain or maintain an “attitude adjustment”. C

Learn methods for developing and sharing consistent messages regarding issues. C/N

INVESTING IN SUCCESS WORKSHOP
SUMMARY OF PRESENTATIONS



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REGIONAL BIOSOLIDS INFORMATION NETWORKS WORKSHOP

“INVESTING IN SUCCESS”

PRESENTERS LIST & PRESENTATION SUMMARIES

Dr. Craig Cogger - Washington State University

“How Universities Fit into the Picture” - Thursday A.M., June 12

Discussions regarding WSU involvement in NBMA funded projects. Specific on-going projects reviewed. Initial political effort to gain active participation. Involvement of the Cooperative Extension. Moving towards the holistic: “We are trying to view biosolids as just another amendment for the soil.”

Kyle Dorsey - Washington State Department of Ecology

“The Regulatory Perspective: What’s In It for Me” - Thursday A.M., June 12

Highlighted the NBMA effort in developing state-wide biosolids regulations and regulatory framework. The credibility of the organization made comments and input very useful. The NBMA serves as a useful and broad information dissemination point. NBMA performs functions (e.g. workshops, educational opportunities) that DOE does not have resources to accomplish through contracts and grants. The organization is highly professional and exceeds performance expectations. Overall, “The NBMA helps make my job easier.”

Steve Gilbert - King County Dept. of Natural Resources

“Mountains to Sound Greenway Trust” - Thursday P.M., June 12

Introduced the Mountain to Sound Greenway Trust. Provided the historical and political aspects of the genesis of the Trust. Introduced Doug Schindler, Program Coordinator for the Mountains to Sound Greenway Trust.

Dr. Chuck Henry - University of Washington

“How Universities Fit into the Picture” - Thursday A.M., June 12

PRESENTATION SUMMARIES (CONT'D)

Dr. Henry's presentation was excellent. It answered many questions so directly and provided such valuable perspective that the entire presentation has been reproduced and included in this collection of follow-up information.

David Hufford - City of Tacoma

"Creating a Unified Voice" - Wednesday A.M., June 11

The presentation focused on creating a unified voice through consistent messages directed at specific problems. General problems cited included: one program's problems impacted other programs, ground swell of public opposition to biosolids application sites, and the changing regulatory framework contributing to the unease of the public. Specific solutions that the NBMA helped generate to deal with those problems included: improved communications between agencies such as Quarterly Reports, Question and Answer Sheets, Fact Sheets, a monthly newsletter, and an NBMA folder; educating the public on the benefits of biosolids by holding public forums, demonstration sites, training the membership on dealing with the media, and describing the accomplishments of the organization annually; used the Regulations Committee to obtain a DOE biosolids coordinator, help shape the statewide biosolids regulation and management guidelines, and provide workshops and other outreach to health departments and the public to educate them on management practices and new information. Remember, "one bad apple can spoil the perception and climate of trust for all generators."

what is folder?

Mel Kemper, Jr. - City of Tacoma

"Creating a Demanding Market" - Wednesday P.M., June 11

Presentation centered on City of Tacoma's program and how the NBMA helped achieve that city's goals. Discussed how Tacoma's flexible, multi-optioned program meets the demands of a created market. Discussed the genesis of their current program and the usefulness of the NBMA information network in attaining the desired demand. There was strong interest in Tacoma's process and decision to attain class A level pathogen reduction in their biosolids generation.

Roberta King - King County Dept. of Natural Resources

"Unanswered Questions - Why We Do Research" - Wednesday P.M., June 11

Shared information on specific research activities in the Northwest. Focused on reasons why and how projects began and the collaboration required. Pointed to the fact that current research is stakeholder driven and meets multiple needs. Discussed WSU and UW involvement with the NBMA and the two universities interaction between themselves. Shared resource allocation estimates with the participants for much of the region's research activities and proposed that collaborative resources increase efficiency and benefits the entire region.

Dr. Peter Machno - King County Dept. of Natural Resources

"Formation of a Network" and "Turning the Corner" - Wednesday A.M., July 11

The presentation discussed historical aspects of the development of the NBMA and how the network expanded and grew. The presentation was a lively one and contained many important messages. Here are some of the key messages and sound-bites.

"The only time I talked to other agencies is when I read something in the paper; it was usually negative." The presentation described one large generator's view point regarding

PRESENTATION SUMMARIES (CONT'D)

the state of biosolids affairs in Washington and the lack of trust, coordination, and cooperation that was rampant at the time (mid 1980's). "The controversy was quickly closing in on us."

The original intent of the organization that could be created to combat these issues was to learn what other agencies were doing with their biosolids, share in research data and costs, and to try and get consistent information. After the idea for a network began taking shape and the initial concept meeting held, Mr. Machno had to approach his boss, "I remember going to my boss the next day and told him about the wonderful turnout and interest. His response was that it was great but until you actually get someone to contribute money, it really wasn't going anywhere." To that end, this collection of information contains several documents to various agency managers attempting to justify (all successfully) the payment of dues to the NBMA. The initial organization was called the Regional Sludge Management Committee. It "tested the water" on being accepted as an organization that would not compete with other organizations.

in-kind

The new organization had several themes and precepts. One was intergovernmental cooperation which is still a basis for the organization today. A key example of this theme was that, through an intergovernmental cooperative agreement (public agencies are usually able to contract with one another with ease), the University of Washington became the "bank". UW contracted to manage the incoming resources, contract with Washington State University, and to pay for the various other organizational needs and projects. King County Metro (roughly greater Seattle) provided in kind services such as office space, mailing and phone services, and temporary personnel (the initial staff). Another basic precept was one of trust and credibility. Why the "Big City" was in the lead coordinating the effort was an issue to protect against. The adoption of the current "non-political" policy helped maintain trust and credibility. Continually revisiting and re-evaluating the organization's actions against the trust and credibility precept helped protect the groups credibility. Close ties with the University was another cornerstone to gaining and maintaining credibility. In the end, "It took performance by all of us."

learn more of this!

Incorporating the organization and the dues structure were Dr. Machno's next topics. The organization had grown (both in number of member agencies and number of activities) to the extent that the University of Washington was becoming uncomfortable being the "bank". The organization decided that incorporation was necessary. The incorporation occurred during 1991-92. It created a Board of Directors (20 Directors - directors from private companies are ex-officio), provided for officer elections, and let the NBMA open a bank account. The Board members serve 3 years and the President serves 2-3 years. Other officers are elected annually. The dues to join the newly incorporated organization were structured around how much the individual agency or organization gained benefits or value from the organization. Within Washington state, a flexible guideline was developed that related to the percentage of the state's biosolids an agency produced. In practice, the organization took the stance of "pay what you can afford." The major biosolids producers historically have been willing to pay more because of the benefits. For example, Seattle, Tacoma, and Everett pay more and continue to do so. Agencies outside Washington are asked to contribute relative to the size of the treatment facility - a \$50 contribution is minimum. For the private sector, a contribution amount of \$750 was decided upon based on consultations with private companies and their view of the benefits and value of the organization. "It all works out, each agency determines the benefits and pays what it can afford."

PRESENTATION SUMMARIES (CONT'D)

"The bottom line is performance of the organization - we strive to do better than promised with everything we do. We continue to update and remind everyone about our accomplishments and how the whole is much larger than the sum of the parts."

Tanya Moll - Northwest Biosolids Management Association

"The Staff Role in Managing Group Effort" - Thursday A.M., June 12

Mrs. Moll provided a key presentation for the Workshop. She described the role of the staff in the functioning of the NBMA and how direction is provided to the staff. What follows is excerpted from her presentation notes.

The NBMA is a continuously evolving, non-static organization that changes as the group grows and develops new goals. An annual Leadership Retreat is conducted at the beginning of each year to set goals, review accomplishments, and envision where the organization is going. Projects are prioritized and Staff is assigned to specific projects through this retreat. Results of the NBMA's last Leadership Retreat (January '97) is included in this collection of follow-up information.

The current job descriptions of the NBMA staff is included in this collection of follow-up material as well. Skills and talents that should be sought for information network staff includes written and verbal communication skill, organizational and facilitation skills, and time management skills. Experience in some aspect of the biosolids industry is useful but not necessarily required. The job and job descriptions should be tailored to the personnel's unique talents and skills.

A key aspect of staff's responsibilities is to serve as the interface for the NBMA's committees. The committees are the starting point for most of the actual work and products generated by the organization. The committees meet as needed. They function as a "think tank" in the sense that they generate ideas, review materials, monitor progress of projects, and begin formal discussions of issues. The staff carries out the assignments and generate the products. The Committees review and modify the draft products and returns the product to staff for final production and dissemination. Each of the NBMA's committees have a unique "personality." They are all member driven and led, but they vary in the styles they use. One leans towards having presentations, another in managing projects, yet another responds to specific issues, etc.

The meetings the NBMA conducts are very important to the organization because they are highly visible to the industry and public. In particular, the annual conference (termed the "BioFest") has been very popular and is viewed as the NBMA's most successful marketing tool. It has grown to an attendance of over 250 people and requires almost half of one FTE's time to coordinate. The goal of BioFest is not to generate revenue but to provide biosolids education and networking opportunities that are accessible to all.

The staff is the main contact point for the Universities and academic community. The staff helps communicate the organizations desires to the researchers, manages the contracts and agreements, monitors project progress and quarterly budget reports, and coordinates the semi-annual report of activities. In general, this group of tasks falls within the "harping and butt kicking" aspect of the staff's job descriptions.

PRESENTATION SUMMARIES (CONT'D)

Some of the daily/continuous aspects of the staff include: responding to information requests; database management and updating; internet site maintenance; producing the monthly Biosolids Bulletin newsletter; coordinate and accomplish mailings and meeting announcements; billings, accounting, and budget management; and general correspondence for the organization.

Doug Newlands - King County Dept. of Natural Resources

"Mountains to Sound Greenway Trust" - Thursday P.M., June 12

Discussed forestry applications of class B biosolids. Shared information on the application vehicle itself, specific spreading methods, forest application timing and site parameters, and off-loading and loading logistics. Discussed how the particular project being toured fits in with the Mountains to Sound Greenway Trust projects.

Carol Ready - King County Dept. of Natural Resources

"Your Many Publics" - Thursday A.M., June 12

Ms. Ready's presentation was not heard due to time overruns. While she graciously allowed others to speak and valuable discussions to continue, Ms. Ready did provide a substantial portion of her presentation to the participants. The video tape given to all participants is a valuable piece of public information (sponsored by the NBMA) and is directly attributable to Ms. Ready, her creativity, and her effort. The NBMA is very appreciative and hopes you find the video tape useful.

Doug Schindler - Mountains to Sound Greenway Trust

"Mountains to Sound Greenway Trust" - Thursday P.M., June 12

Discussed the specific "re-greening" project being toured. Covered how the re-greening was physically accomplished, many of the challenges the terrain presented, the volunteer labor aspects, and the different timelines to reach different stages of completion.

Tom Thetford - City of Everett

"In the Beginning" - Wednesday A.M., June 11

Described the biosolids recycling climate in WA during the mid-80's. Described the specific roadblocks for biosolids projects in 1986-87 (immediately prior to the founding of the organization). Discussed initial organizational sessions and described a timeline. His "Just do it!" message is apt for those groups considering the formation of a biosolids information network.

Dr. Dan Thompson - City of Everett Public Works

"Returns on Investments" - Wednesday A.M., June 11

"Alliances, Strength in Numbers" - Wednesday A.M., June 11

"Making Biosolids Mutual Fun" - Thursday A.M., June 12

Dr. Thompson was instrumental to the success of the Workshop with his Moderating and Presentation effort. As the current President of the NBMA, Dr. Thompson provided a unique perspective on how the organization exists today. As he introduced the "Returns on Investment" portion of the Workshop, he described the value to his agency of the NBMA membership. "Everett pays \$22K per year but biosolids recycling costs have decreased roughly 30% due in large part to the association with the NBMA. Everett charges \$1 per

PRESENTATION SUMMARIES (CONT'D)

dry ton for biosolids fertilizer in the Eastern part of the state, and Everett has 2 projects in progress which have the potential to yield a profit!”

Dr. Thompson presented a discussion on alliances and partnerships. The presentation highlighted many specific projects that demonstrated the power of alliances based on the credibility, trust, and improved communications fostered by the NBMA. The alliances were described and organized in a manner that captures most situations. Internal Partnerships describe alliances between generators (e.g. Boulder Park projects, sharing forestry application equipment between Seattle and Everett, and BBLENS) and alliances between generators and the academic community (e.g. NBMA contracts with universities, King County arrangements with UW). External Partnerships describe alliances with generators and end users/farmers (e.g. Boulder Park openhouse), generators and regulators (e.g. new WA biosolids regulation, pathogen reduction workshops), and generators and the public (e.g. Everett and Lowed Civic Association creating a wetland area). A final partnership category was described as Multi-Party Partnerships. The 2 projects that served as examples were the Mountains-To-Sound-Greenway and the Bunker Hill, ID projects. Multi-Party Partnerships are difficult to coordinate but the diversity of the cooperators increases credibility and trust between those involved and the general public. The NBMA facilitates these types of partnerships by helping establish trust between agencies, by providing the information sharing opportunities so partnering options can be recognized, and by helping agencies develop credibility with groups outside the network (like regulators and environmental groups).

Dr. Thompson also introduced the morning presentations on Thursday, June 12. He described the internal organization of the NBMA. An organizational chart is included in this supplementary information.

University Involvement

Chuck Henry, P.E., Ph.D.
Research Associate Professor
at a really good University

The fine print:

This presentation is solely the thoughts of C. Henry, and, thus, do not necessarily represent the opinions of the whole academic community

I AM a biosolids expert!

Why???
How'd I get there???

UW's & my involvement

in

biosolids management

University interaction

- Why it's important
- How to do it

Research...

- Why do we do it?
-
- What has it done for us?
-
- Is there any reason to do more?

Academically...

- to answer questions
- to test hypotheses

So we...

- develop an experimental design
 - monitor specific parameters
 - at specific time intervals

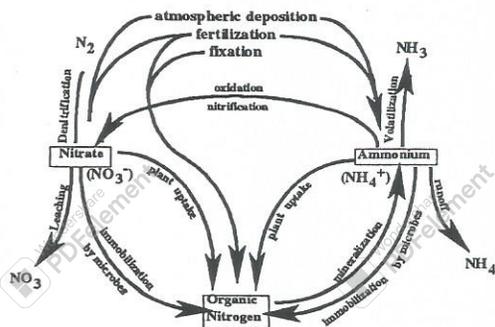
Practically...

- to help us understand the processes that go on after biosolids are applied to the land
- to tell us how to fine tune our application rates or operations
- to document things happening or things not happening
- to help us develop technically based regulations

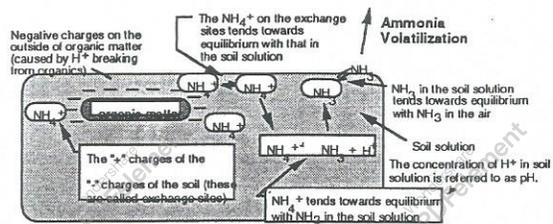
Why do we still need to do biosolids research after some 50 years of effort?

- Some of the critical questions can only be answered from long term studies.
- Specific technical questions are continually emerging from current operation.
- There is a need to be responsive to societal concerns.
- There is a need to train technical people for entry into this field.

Nitrogen Cycle



Ammonia volatilization



f(pH, temperature, wind speed, dose, moisture)

What you get from the universities

- Trained labor force
- grad students = cheap labor!
- Answers (and maybe more questions!)
- Credibility
- Resources (people power, ref. libraries)
- Workshops, interest groups, guidelines, regulatory interaction

Getting U-people involved

"We pay them to come to meetings."
"We throw money at them."

can be said...

"We support the university involvement..."

Important to a professor

- Publishing
- Teaching
- Research effectiveness
- Graduate students
- Professional and public service

Oh, and we like...

- visibility
- appreciation
- to talk
- to enjoy what we are doing
- opportunity

Ownership

- you can't (generally) buy a professor; we're not professors for the money
- you generally can't interest us in short term projects (grad students are 2 yr minimum)
- We have to feel like partners...not bought consultants!

BSA

(Biosolids Scientists Association)

- The "old guard" is retiring
- Established professors have other interests

Go for the...

- young
- excited
- recycle-oriented generation
- not prejudiced with the "sludge disposal" philosophy

Cooperative Projects

- W-170
- Regional coordinated research
- Combined funding

Remember...

There will always reoccur...

“Cycles of opposition”

so...

Invest in the future

**1997 NBMA GOALS /
LEADERSHIP RETREAT RESULTS**



NORTHWEST BIOSOLIDS MANAGEMENT ASSOCIATION

1997 Goals and Action Plans

as developed by the NBMA Leadership Team
at their January 15, 1997 Retreat

1997 Leadership Team Goals and Action Plans

Goal	Action Plan/Notes	Dates and Deadlines	Staff/ Personnel Assigned
Draft and sign a letter of understanding with PNPCA	Requested by PNPCA	April 15	Dan T. (TM)
Meet with Oregon ACWA Biosolids subcommittee chair to discuss roles and responsibilities	Dan T. will call Dan C. by Jan. 21 and Mark R. will discuss at ACWA meeting on Jan. 23	April 15	Dan T. (TM)
Update membership invitation materials for the NBMA in preparation for the Regional Biosolids Networks workshop	per EPA Cooperative Agreement	March 15	CP (BT)
Revise associate membership to member status at the Spring Board Meeting and revise dues structure in Ad-Hoc committee	Ad-Hoc committee will meet by July 1 (D. Thompson, P. Machno, D. Hufford, M. Ronayne, H. Bludworth, B. Ancell, D. Duthie)	November 1	TM (CP)
Recruit non-Washington State board members in conjunction with next Board member elections	Nominating committee at Annual Conference	November 15	TM
Contact identified regional stakeholders regarding how NBMA activities might affect their interests (This means notifying stakeholders that the NBMA exists and welcomes any ideas, questions, needs/concerns of theirs.)	EPA Cooperative Agreement Steering Committee members	March 15	BT (CP)
Form new committee for Regional Assistance (Operations)	Prepare proposal (goals, objectives, needs assessment, interested parties, outreach, available sites); discuss at next general membership meeting	September 15	TM

1997 Public Information/Members' Education Committee Goals and Action Plans

Goal	Action Plan/Notes	Dates and Deadlines	Staff Assigned
Produce video on biosolids recycling and NBMA benefits	per proposal	August 15	TM (CP)
Continue Biosolids Bulletin on a monthly basis	encourage submittals for variety	ongoing	CP (TM)
Produce additional Fact Sheets	seek feedback on existing Fact Sheets; coordinate w/Research Comm. to produce add'l fact sheets	December 31	TM (CP)
Finish development of WWW Site (Technical Resources section)	transfer resource library database to Web site	May 1	CP (TM)
Maintain WWW Site	keep information current; revise site per comments received	ongoing	TM (CP)
Provide support/outreach on biosolids issues as requested	provide speakers for professional groups, conferences; advice and consultations; school projects	ongoing	TM
Coordinate with WEF on a regular basis	call Lorraine Loken regularly	ongoing	TM
Oversee development of the Annual Biosolids Management Conference	"Illuminating the Future: Building Markets and Alliances"	September 14-16	TM (CP)
Hold 2 workshops on pathogen and VAR compliance	per Ecology contract	June 30	TM (CP)
Hold workshop to encourage formation of Regional Biosolids Networks	per EPA Cooperative Agreement	June 30	BT (CP)

1997 Pretreatment/Source Control Committee Goals and Action Plans

Goal	Action Plan/Notes	Dates and Deadlines	Staff Assigned
Continue information sharing by increasing the number of meetings per year to three	Kirk Z. and Dale P. as previously conducted	approximately quarterly	TM (CP)
Distribute membership survey prior to the first 1997 Pretreatment Committee Meeting	pretreatment co-chairs prepare survey by Feb. 20; distribute to membership with March Biosolids Bulletin; compile results by April 1	April 1	TM (CP)
Establish a link with the Regulations Development Committee	review pertinent biosolids regulations applicable to source control/pretreatment programs through joint committee meeting. Kirk talks to Dave H.	ongoing	TM (CP)
Provide technical handbook development assistance as membership resources are available.		as requested	TM (CP)

1997 Technology Development Committee Goals and Action Plans

Goal	Action Plan/Notes	Dates and Deadlines	Staff Assigned
Expand committee participation	2 members on each goal	ongoing	TM (CP)
Complete Technology Survey from 1996	Compile information and distribute. Dick will recruit Joann and Mindy by the end of February for the next survey.	August 1997	CP (TM)
Prepare Handbook Steps 2, 3, 4 and Content Survey; Define the program	Set handbook editorial board at Feb. meeting	year-end	CP (BT)
Presentation workshops for small plant outreach	as requested	ongoing	TM (CP)
Develop the Roving Operator program and come back for direction from Steering Committee	per EPA Cooperative Agreement	September 1997	BT (CP)

1997 Research & Demonstration Committee Goals and Action Plans

Goal	Action Plan/Notes	Dates and Deadlines	Staff Assigned
Complete Nitrogen Guidelines (Nitrogen Summit Group)	finish drafts by 1/31; convene meeting by 2/15; finalize and send out by 4/1	June 30	TM (BT)
Complete information documents (Chuck H.)	7 literature summaries — reviewed by 1/31 and finalized by 2/28 7 lay summaries — draft by 4/30; reviewed by 5/30; finalized by 6/30 7 fact sheets — draft by 4/30; reviewed by 5/30; finalized by 6/30	June 30	TM (CP)
Revise and expand the Technical Resource Center	per EPA Cooperative Agreement; define approach by 1/31	year-end	CP (BT)
Maintain and/or initiate 3 to 5 Interest Groups	per EPA Cooperative Agreement; organize meetings, write up document by 4/1; Interest Group Day 10/31	October 31	BT (CP)
Present international Symposium on Use of Residuals in Forest Ecosystems	co-present w/UW College of Forest Resources (Chuck H.)	July 14	TM (CP)

1997 Regulations Development Committee Goals and Action Plans

Goal	Action Plan/Notes	Dates and Deadlines	Staff Assigned
Work with member agencies to support funding of DOE's biosolids permit program	phone tree to spread information by Dave H. and committee by 2/15/97; article in Biosolids Bulletin by Feb.	May 31	TM (BT)
Continue to review/comment on proposed state, federal, local and provincial legislation/regulations	distribute new legislation and regulations to NBMA staff as received by committee; call for meetings as needed and establish stakeholders	ongoing	BT (TM)
Continue to establish regulatory consistency between states and provinces through stakeholder meetings	after committee reviews legislation/regulations, contact stakeholders to set up meeting	ongoing	BT (TM)
Develop a Code of Good Practice	per EPA Cooperative Agreement	September 1997	BT (CP)
Oversee development of a Biosolids Land Application Training Program	per EPA Cooperative Agreement; coordinate with Oregon ACWA Biosolids Committee	year-end	BT (CP)
Guide NW Pathogen Equivalency Needs Report	per EPA Cooperative Agreement	September 1997	BT (CP)

NBMA STAFF
JOB DESCRIPTIONS

MANAGER

The Manager of the Northwest Biosolids Management Association is responsible for the overall execution of programs and marketing strategy of the organization. He/she is also responsible for the preparation and maintenance of fiscal reporting requirements.

The Manager reports to the President of the NBMA. He/she supervises the Program Coordinator who is a regular full-time employee.

RESPONSIBILITIES AND FUNCTIONS

Programs

- Responsible for overall marketing strategy and execution of programs.
- Executes directives of the NBMA Board of Directors; acts as a liaison between NBMA members, committees and the Board of Directors.
- Manages and/or carries out assignments designated by any of the NBMA committees (Public Information/Members' Education; Regulation Development; Research and Demonstration; Technology Development; Source Control/Pretreatment.)
- Prepares, maintains and manages contracts with the University of Washington and Washington State University for research, demonstration and public information activities.
- Manages and/or coordinates the Annual Biosolids Management Conference including: develop program agenda, arrange speakers, oversee logistics, and manage budget.
- Manages and/or coordinates specialty workshops on biosolids management issues including: identifying topics, develop program agenda, arrange speakers, oversee logistics, manage budget.
- Develops and coordinates meeting dates, locations, programs and notices for committee meetings.
- Oversees production of communication materials such as brochures, newsletters, fact sheets, and other public information tools.
- Provides information to NBMA members; federal, state and local regulatory officials; the general public; and others involved with biosolids issues.
- Attends all meetings of the NBMA and produces meeting summaries.
- Administers fund raising activities including: solicits new members, associate members and subscribers; prepares proposals for grant funding; other fund raising activities/events as designated by the Board of Directors.
- Monitors regional and national developments in the biosolids management profession and alerts NBMA members of significant events and occurrences.
- Prepares semi-annual activities report.
- Writes correspondence on behalf of the NBMA.

Fiscal

- Prepares annual budget and chart of accounts.
- Prepares receipt and disbursement reports and general ledger for all accounts; prepares annual income statement and balance sheet.
- Reconciles monthly checking and savings account balances with bank statement.
- Processes payables and receivables and generates checks.
- Maintains computerized cost center, chart of accounts, and vendor files.
- Generates invoices for annual membership dues; tracks dues outstanding and received.

PROGRAM COORDINATOR

The Program Coordinator of the Northwest Biosolids Management Association is responsible for coordinating activities and events of the organization; answering technical information requests; and producing written communication materials. He/she also performs as Acting Manager in the absence of the NBMA Manager.

The Program Coordinator reports to the Manager of the NBMA. He/she supervises contract or temporary personnel.

RESPONSIBILITIES AND FUNCTIONS

- Performs assignments designated by any of the NBMA committees (Public Information/Members' Education; Regulation Development; Research and Demonstration; Technology Development; Source Control/Pretreatment.)
- Assists with organizing the Annual Biosolids Management Conference including: develop program agenda, arrange speakers, arrange logistics.
- Coordinates specialty workshops on biosolids management issues including: identifying topics, develop program agenda, arrange speakers, arrange logistics.
- Coordinates meeting dates, locations, programs and notices for General Membership meetings.
- Produces written communication materials such as brochures, newsletters, fact sheets, and other public information tools.
- Produces NBMA monthly newsletter.
- Provides information to NBMA members; federal, state and local regulatory officials; the general public; and others involved with biosolids issues.
- Answers technical information requests over the phone or through written response; compiles and distributes information packets in response to information requests.
- Attends all meetings of the NBMA and produces meeting summaries.
- Attends seminars, workshops and conferences on biosolids and wastewater-related issues. Reports on new practices, trends, developments, and issues facing the biosolids profession.
- Assists with fund raising activities including: solicits new members, associate members and subscribers; prepares proposals for grant funding; other fund raising activities/events as designated by the Board of Directors.
- Oversees improvements and maintains the Biosolids Demonstration Area at Pack Forest.
- Establishes and maintains computerized data base for NBMA mailing list.
- Establishes and maintains paper files for committee information and general administration.
- Writes correspondence on behalf of the NBMA.
- Performs other tasks as assigned by the Manager.
- Performs as Acting Manager in the absence of the NBMA Manager.

INVESTING IN SUCCESS WORKSHOP
JUSTIFICATION FOR MEMBERSHIP

NOTE: The examples provided were written to specific people and to address specific issues. As a suggestion, when justifying membership to your own Biosolids Information Network, keep in mind the issues that matter to your management and show how the Information Network meets their needs. Be sure to identify the common goals of the Information Network and the management.

Memo

April 24, 1995

TO: Joy Keniston-Longrie, Manager
Environmental Programs Division

FROM: Pete Machno, Manager
Biosolids Management Program

RE: Benefits to Metro of NBMA Membership

The efforts of Metro's Biosolids Management Program are greatly augmented and enhanced through NBMA membership. Several of the numerous benefits Metro receives from participation are included here and in the attachment, with cost savings to the agency where possible (estimated at \$410,000).

The Northwest Biosolids Management Association was formed in 1987, creating a network for intergovernmental collaboration on a challenging issue. The NBMA membership now includes over 180 municipalities, with each generator contributing funds based on their biosolids production. Metro's direct membership contribution is approximately 40% of the NBMA's annual budget of \$230,000. This investment in the NBMA is now saving Metro and other municipal generators substantial expenditures of time and money.

Since 1987, biosolids management has been influenced region-wide by the single, consistent voice of the NBMA. Solids management has evolved from sludge as a waste to be disposed, to biosolids, a marketable resource. The NBMA has helped to increase public awareness and acceptance of biosolids recycling and broaden the availability of technical assistance and research information. Metro relies on recycling biosolids in many jurisdictions around the state. The collaboration between Metro and the NBMA furnishes these jurisdictions with credible information on biosolids management, thus our program is viewed with a high degree of confidence.

If we did not participate in the NBMA, even more Metro staff time would be expended on regulation development, research, and public information. We would likely pay more for these tasks that would then be performed in-house or via contracts. Through our membership we leverage our expenditures of money and staff time by pooling resources with others; gain credibility with local, state, and federal regulatory agencies; and vastly increase our ability to reach important audiences.

If we did not use the NBMA as a resource for biosolids management information and a tool to conduct research, we would lose a great deal of third party oversight and thereby credibility. The expertise available within the NBMA is considerable and may not be readily available to us in the future if we do not participate. We are now reaping the benefits of our investment in sound research, regulatory development and project management. We need the same diligence to assure management of future tonnages. If we do not maintain this progressive, comprehensive approach to biosolids management, we risk a return to the isolated, crisis management. We would risk a reduction in our quality of work, credibility, and broad recognition of biosolids recycling. Citizens of the state and rate payers of this county receive benefits and enjoy a cost savings because of the efforts of the NBMA.

Benefits to Metro of NBMA Membership

Savings Equivalent to

0.5 FTE \$ 40,000/yr

- **Regulations**

NBMA carries forward agency concerns and comments without need of a dedicated FTE.

The NBMA has had direct influence on:

- The creation of a state-wide Biosolids Coordinator position
- 40 CFR 503 development (technical comments; UW on scientific review panel)
- Washington state biosolids rule
- Federal permit writer's guidance
- Washington state biosolids management guidelines

- **Research**

0.5 FTE \$ 40,000/yr

Economies of scale and coordinated research efforts offer more than would independent, isolated Metro research alone. Use of experts to design research frees Metro staff time.

- UW research used in risk assessment and support federal regulations
- Permit required research becomes part of broader data base
- University involvement extends credibility to our projects

- **Public Information**

0.5 FTE \$ 40,000/yr

Increased ability to diffuse public concern, broaden public awareness and create a positive and consistent image for biosolids recycling.

- Materials (resource contact list, Biosolids Recycling: Recognizing a Resource)
- Audiences (School teachers and students, councils, commissioners, Rotary, garden)
- Response (TV Nation, PrimeTime, Farm Journal; BioCycle, expert witnesses)

- **Training & Technical Assistance**

Low cost opportunity to public agencies to maintain high quality biosolids management. Professional networking contributes to ability to avoid costs and seek best management options.

- Annual Educational Conference (cost ~ 250.00 per staff, less per day than most training or conferences)
- Workshops (permitting, land application, regulations, risk communication)
- Quarterly Meetings address major issues
- Committee Meetings coordination and information sharing

- **Overall Cost Reductions and Savings**

- Reduced permitting time (est 1 yr at BPark 0.75 FTE/1 yr) \$ 60,000/1 yr
- Reduced project cost (Agri-Tech to BPD), \$ 10.00/ton \$200,000/yr
- Savings at Green Valley due to reduced, yet comprehensive monitoring: \$ 30,000/yr

Total savings equivalent to

\$410,000



PUBLIC WORKS

MEMORANDUM

TO: Dan Lowell
FROM: Dan Thompson
DATE: January 31, 1995

Post-It® Fax Note 7871		Date 4/2/96	# of Pages 2
To Tanna Mall	Co./Dept. NBMA	From D. Thompson	Co. Everett PW
Phone # 684-1145	Fax # 689-3485	Phone # 259-8860	Fax # 259-8882

SUBJECT: Annual Membership Dues to NBMA

Enclosed is an invoice from the Northwest Biosolids Management Association (NBMA). The NBMA has been, and continues to be an excellent source of technical information about biosolids. In addition NBMA has kept us informed about the ever changing regulations for compost and biosolids. Numerous meetings, workshops, and conferences have kept City staff one step ahead, and allowed us to have meaningful input into, changes in state regulations and guidelines as well as local comprehensive plans. NBMA has built a national and international reputation as a credible source of biosolids information and provides a valuable function as a distributor of accurate biosolids information to the public.

In the coming year the City will be conducting an environmental review of the biosolids program as part of the City's Comprehensive Solid Waste Management Plan Update. The NBMA can provide technical expertise to the SWAC as well as assist the City in it's public education efforts.

Washington State is required by law to promulgate new biosolids regulations (presumably this year). Early reports on the rule making process are alternately ominous and encouraging. The unified voice of the biosolids producers funneled through the NBMA has already done much to forge a workable state regulation. However, Ecology is home to the misinformed and hysterical. Ecology's biosolids staff are under constant pressure from the MTCA and groundwater sections and from local health districts to be ever more stringent. The NBMA will continue to be a loud and credible voice heard above the cacophony of ignorance and hysteria that emanates from Olympia. The efforts of NBMA will be critical to the development of reasonable and workable regulations and guidelines. I recommend that the City continue its involvement with the NBMA and pay the enclosed invoice.

Attachments

Northwest Biosolids Management Association

Created in 1987 to enhance intergovernmental collaboration, information sharing, and foster environmentally sound management of biosolids, the NBMA is now a public-private partnership and nationally recognized model.

- Receives funding from biosolids agencies in Washington, Oregon, Idaho, British Columbia, and a growing number of private companies; significant funding from EPA and Ecology in 1996-7.
- Members fund an annual base budget of \$240,000; contributions are calculated on the percentage of biosolids produced. Members may fund additional research/demonstration tasks.
- King County currently produces 47% of the state's biosolids; our share of the budget is \$113,000 (\$83,500 paid directly, plus in-kind services such as printing and postage).

Benefits of membership

Cost savings to King County

Leverage budget by pooling resources:

- King County staff time for public information, research and regulations development is reduced by cooperating with regional efforts.
- Research funding is provided by all members. Historically, King County was the only agency funding research.
- Efficient research: Scientists from regional universities collaborate on methods and share information, so that new projects aren't required to "re-invent the wheel."
- Ecology and EPA contributing \$362,000 in 1996-7 for research, guideline development, regulatory compliance issues and technical training and information for members.
- Estimated cost savings to King County of more than \$300,000 per year (1994-1997) due to reduced site permitting/ operating costs, reduced monitoring requirements, and access to information from regional research programs.
- In 1997, our research funds have helped leverage new EPA funding of \$80,000 for watershed research in Mountains to Sound Greenway.

Successful Biosolids Recycling Projects

The success of King County's biosolids projects are enhanced by NBMA membership:

- Consistent, high quality public information increases credibility with the public.
- Investment in NBMA maintains local support for King County agriculture projects in Eastern Washington — Douglas County/Yakima County.
- High quality, low cost continuing education (workshops, meetings, field tours) and other information sharing opportunities improves staff expertise and quality of projects.
- Regional research/demonstration program — local universities in Washington, Oregon, Idaho and British Columbia serve as technical resources.
- Applied research projects: contracting with NBMA enables King County to fund research that support operating projects, providing the basis for safe and effective project management, regulatory compliance, and reduced monitoring requirements.

Reasonable regulations

NBMA is key player in the development of local, state and federal biosolids regulations:

- Reduced costs of permitting and monitoring.
- Local research data used in state and federal rule development/risk assessment.

1997 Costs:

NBMA membership services contribution		\$ 83,500
Collaborative research and demonstration projects		\$ 140,000
Washington State University	\$ 57,000	
University of Washington	\$ 83,000	
Total:		<hr/> \$ 223,500

NBMA
ORGANIZATIONAL CHART

NBMA Organizational Structure

