

2005
ENVIRONMENTAL COUNCIL
OF THE STATES

Annual Report
and Almanac



April 2005

The Environmental Council of the States

Steven A. Thompson

Executive Director, Oklahoma Department of Environmental Quality

President

Stephanie Hallock

Director, Oregon Department of Environmental Quality

Vice President

Robert W. King

Deputy Commissioner, South Carolina Department of Health and Environmental Control

Secretary–Treasurer

Ronald F. Hammerschmidt, Ph.D.

Director, Division of Environment, Kansas Department of Health and Environment

Past President

(Also serving in this position and as president during 2004:

Christopher Jones

Director, Ohio Environmental Protection Agency)

The Environmental Council of the States is the national non-profit, non-partisan association of state and territorial environmental commissioners.

Members of the ECOS Executive Committee are presented on page 9.

The Environmental Research Institute of the States

The Environmental Research Institute of the States is the educational and research arm of the Environmental Council of the States.

Ronald F. Hammerschmidt, Ph.D.

Director, Division of Environment, Kansas Department of Health and Environment

President of the Board

Mary Gade

*Sonnenschein, Nath and Rosenthal
Chicago, Illinois*

Christophe Tulou

Washington, D.C.

Christina Parker

*Former Assistant Director,
the Environmental Council of the States*

Secretary–Treasurer

Steven A. Thompson

of Oklahoma

Michael J. Linder

of Nebraska

Vacant

R. Steven Brown

Executive Director, ECOS and ERIS

*On the front cover: Streamside in eastern Oklahoma, host state for the 2004 ECOS Annual Meeting.
Photo credit: wildlifedepartment.com.*



ECOS

444 North Capitol St. NW
Suite 445
Washington, DC 20001

April 2005

Dear Friend:

As ECOS enters its second decade of service to the states and the environment, we find that states are still the key to delivering environmental protection.

Like last year, fiscal challenges continue to be a primary concern for many states. New federal rules continue to be promulgated that the states are expected to implement without additional resources. There have been 255 rules with a major "state impact" over the past five years, with another 140 such rules pending issuance. Over the past two years, the federal contribution to states to implement their programs has declined while the portion of the EPA budget that the agency keeps for itself has increased—the first time in EPA's history this has occurred. Many states also continue to experience fiscal difficulties. Even the number of federal "voluntary" programs has grown to the point that they've become a burden.

In response, many states are reviewing what can be done to decrease workloads if resources are not available, and how to accomplish such a workload reallocation without reduction in environmental protection.

We surveyed our members about their priorities and are crafting our organization's work to address those issues.

We are entering our second decade of helping to support the states and getting the message out to the nation that the states are the key to delivering environmental protection. I look forward to working with you in achieving our goals.

Sincerely,

R. Steven Brown
Executive Director

Organizations

The Environmental Council of the States (ECOS)

The Environmental Council of the States (ECOS) is the national, non-profit, non-partisan association of state and territorial environmental commissioners.

Mission Statement

To improve the environment of the United States, the Environmental Council of the States will:

- ❖ Champion the role of states in environmental management; and
- ❖ Provide for the exchange of ideas, views, and experiences among states; and
- ❖ Foster cooperation and coordination in environmental management; and
- ❖ Articulate state positions to Congress, federal agencies, and the public on environmental issues.

History

ECOS was established in December 1993 at a meeting of approximately 20 states in Phoenix, Arizona. Initially operated out of the state office of the first association president, ECOS then retained a Washington firm to represent its interests. Near the end of 1994, a decision was made to switch to a more traditional organization style with a permanent staff. The first full-time executive director began work on March 1, 1995, and the first Washington, DC, office was opened on May 1, 1995. ECOS is a 501(c)(6) non-profit organization.

The Environmental Research Institute of the States (ERIS)

The Environmental Research Institute of the States is the education and research arm of the Environmental Council of States.

The purposes of ERIS are:

- ❖ To improve the environment of the United States; and
- ❖ To further the understanding of the roles and activities of the states in the federal system with respect to environmental protection; and
- ❖ To conduct environmental policy research including the dissemination of results through publications, meetings, electronic media, and similar venues; and
- ❖ To act as a forum where state environmental policy makers may interact with other environmental stakeholders regarding environmental policy in the United States; and
- ❖ To provide education programs to assist in the development of environmental policy in the United States; and
- ❖ To support and operate on behalf of the Environmental Council of the States.

ERIS is a 501(c)(3) educational and research non-profit association. Unlike ECOS, whose members are the 50 states and the territories' environmental officers, ERIS is not a membership organization. ERIS has several ongoing projects, all of which are educational in nature or involve research into one of the areas outlined in the purposes listed above.

The Interstate Technology and Regulatory Council

The Interstate Technology and Regulatory Council (ITRC) is an affiliated work group of states seeking to speed the acceptance of new technology, primarily by reviewing and certifying cleanup technology for use in new jurisdictions.

ERIS is the host for ITRC, which conducts training and reviews technology applications, providing state officials in new jurisdictions with a level of comfort as to the efficacy of new technology. ITRC was previously affiliated with the Southern States Energy Board and the Western Governors' Association. ERIS and ITRC do not have separate staff, but use ECOS staff on a reimbursable basis.

Personnel

Officers

Steven A. Thompson (Oklahoma) is the **president of ECOS**. Prior to his appointment as executive director of the DEQ in July 2002, Thompson served for nine years as deputy executive director. During his tenure at the department he has been active in several national efforts, including ECOS, and has chaired or served on committees associated with the Common Sense Initiative, National Data Standards for Enforcement and Compliance, Information Management Workgroup, and National Environmental Performance Partnership System. Previously, Thompson held the positions of director of the Oklahoma Department of Pollution Control and assistant secretary of the environment. He entered public service in 1985, when he became section supervisor of the Oklahoma Department of Agriculture's Natural Resources Section. Before that he held management positions at Westinghouse Corporation and Calumet Industries, Inc. Thompson is a 1970 graduate of the University of Oklahoma, with a degree in Business Administration.

Stephanie Hallock (Oregon) is the **vice president of ECOS**. The Oregon Environmental Quality Commission appointed her director of the Department of Environmental Quality on November 6, 2000. Prior to her appointment she was on a special one-year assignment as a water quality policy adviser for Governor John Kitzhaber's Natural Resources Policy Group. Hallock has been with DEQ since August 1988, having served as administrator of the Hazardous and Solid Waste Division, acting administrator of the Water Quality Division, and administrator of DEQ's Eastern Region, overseeing agency work in 18 Oregon counties. She also served at the U.S. Environmental Protection Agency's Region 9 office in San Francisco as chief of the Policy and Grants Branch, and has worked in advertising and public relations at the Hallock/Modey Agency in Portland. Hallock has a Master's degree in Public Administration and a Bachelor of Arts degree in English, both from Portland State University.

Robert W. King (South Carolina) is the **secretary-treasurer of ECOS**. He was appointed deputy commissioner of his agency in early 2004, and has been with DHEC's Environmental Quality Control Department for more than 32 years, about half of them as the agency's assistant deputy commissioner. Prior to that, he was director of the agency's Central Midlands District, director of the Division of Domestic Wastewater, and chief of the Bureau of Land and Waste Management. He recently served as chair of ECOS's Compliance Committee. Mr. King has a BS in Engineering from the University of Illinois and a Master's degree in Environmental Engineering from Clemson University. He is licensed professional engineer.

Ronald F. Hammerschmidt, Ph.D. (Kansas) is the **past president of ECOS** and **president of the board for ERIS**. He is the director of the Division of Environment in the Kansas Department of Health and Environment, a position he has held since December 1995. For five years prior to that, he was deputy director of the division. He has an undergraduate degree in Chemistry from St. Mary of the Plains College and a Ph.D. in Chemistry from the University of Nebraska. He has a varied background in public health and environmental protection, including both professional laboratory experience and administrative and management experience. He has held national positions with the Association of State and Territorial Solid Waste Management Officials. He previously served as ECOS president, vice president, and secretary–treasurer. Ron is in his third term as past president, most recently having succeeded Chris Jones (Ohio), who left state office.

Staff

R. Steven Brown is the executive director. He joined ECOS in September 1996. He has worked on environmental protection since graduating from the University of Kentucky with a Master's of Science in Zoology and an MA in English in 1976. From 1985 to 1996 he was the director of The Council of State Governments' environmental policy center, where he conducted numerous environmental and technical policy studies on state–federal issues. He worked for Kentucky's Division of Air and the Division of Permits; later he spent four years with private engineering firms. Steve helped organize ECOS while at CSG. A native Kentuckian, he is the author of numerous articles, monographs, and books on environment and technology. Some of Steve's duties at ECOS include:

- ❖ Working in concert with the officers and Executive Committee, overseeing and managing entire ECOS operation.
- ❖ Proposing and developing strategies for consideration by leadership.
- ❖ Responsible for budget, planning, and administrative tasks such as staff hiring and oversight areas.
- ❖ Serving as the organization's chief staff representative and spokesperson on Capitol Hill and to federal agencies, other state associations, and other organizations.
- ❖ Acting as chief staff liaison with government agencies.
- ❖ Working directly with ECOS officers and Executive Committee on planning meetings, setting policy, and making organizational decisions.

Mary Blakeslee is a senior deputy at ECOS, where she has served since June 1998. She has over 35 years of environmental protection experience at the Environmental Protection Agency and the National Air Pollution Control Administration. She served in five major program offices—water, information resources management, comptroller, solid waste and emergency response, and air, noise, and radiation. She led major outreach efforts for the water program including the Great Lakes Initiative and the Pulp and Paper Cluster Rule. She directed the planning, budget, and management functions as well as serving as the first senior information management official for the Office of Water. Mary has a BA in Sociology from Southern Connecticut State University and an MPA from the John F. Kennedy School of Government, Harvard University. Some of Mary's duties at ECOS include:

- ❖ Spearheading ECOS mercury activities, working with the Quicksilver Caucus and the various ECOS committees.
- ❖ Serving as chief staff liaison to the ECOS Compliance Committee.
- ❖ Currently working with the ECOS Compliance Committee on phase two of the ECOS Enforcement report. Lead staff person for project.

- ❖ Working on data standards and other information management areas with Kristen Dunne and Molly O'Neill, including the "Wiser" web page.
- ❖ Worked on the CROMERR Rule (Cross Media Reporting Requirement) and currently is the IT staff for the office.

Kristen Dunne is an executive project manager at ECOS. Kristen rejoined ECOS in January 2000, following two years with the United States Peace Corps in Ukraine where she served as an NGO Advisor for an environmental non-profit organization. Prior to joining the Peace Corps, Kristen was a project manager for ECOS working on P2000 and Small Towns. In addition to ECOS, she has worked for Congressman Rick Boucher of Virginia, The Council of State Governments, and National Public Radio. A native New Yorker, Kristen holds an undergraduate degree from Mary Washington College and a Master's in Public Administration from the University of Kentucky. Some of Kristen's duties at ECOS include:

- ❖ Serving as chief staff liaison to the ECOS Water Committee and Information Management Workgroup.
- ❖ Staffing the water funding gap effort.
- ❖ Serving as ECOS congressional liaison and preparing weekly the Capitol Hill Report.
- ❖ Working with Molly O'Neill and Mary Blakeslee on a host of data standards and information management issues.
- ❖ Working the mercury issue with other ECOS staff.
- ❖ Serving as project officer for The Council of State Governments' India project focusing on water infrastructure in India.
- ❖ Keeping all resolution records and overseeing resolution process from ECOS staff end.

A. Christine Eppstein is a senior project manager at ECOS. Christine rejoined ECOS in December 2000. Prior to her current position, Christine was an executive intern with ECOS for eight months and returned to her native Romania in 1998. In Bucharest, she worked as a university Environmental Law assistant professor, became a member of the Bucharest Bar in 1999, and briefly practiced law. She was a consultant with the Ministry of Waters, Forests, and Environmental Protection on the environmental legal approximation strategy needed for European Union accession. Christine has an LL.M. degree in Environmental Law from the George Washington University Law School. Some of Christine's duties at ECOS include:

- ❖ Serving as chief staff liaison to the ECOS Planning Committee.
- ❖ Serving as chief staff liaison to the ECOS International Affairs Workgroup.
- ❖ Working on EPA's State of the Environment report and monitoring new State of the Environment activities.

Carolyn Hanson is a project manager at ECOS with the Interstate Technology and Regulatory Council (ITRC). She joined ECOS in September 2002 after working with the National Science Resources Center at the Smithsonian Institution to help develop an inquiry-based science curriculum. Prior to that she was a high school chemistry teacher in Asheville, North Carolina and Upper Marlboro, Maryland. Carolyn holds a BS in Chemistry from Davidson College and an MPA with a concentration in nonprofit management from George Mason University. She is originally from Florida. Some of Carolyn's duties at ECOS include:

- ❖ Serving as ITRC project manager, working with members and managing contracts and budgets.
- ❖ Acting as primary staff to ECOS Waste Committee, Long-term Stewardship Workgroup, Federal Facilities Forum, and ECOS/DOD Sustainability Workgroup.
- ❖ Working with other staff on the ECOS mercury project.

Joanne Key is the office and grants manager at ECOS. A retired federal civil service employee, Joanne is one of the longest serving ECOS staff members, having started in October 1996. She is responsible for all grants' fiscal and administrative accountability and reporting, management of the ECOS office including building liaison, and a number of other administrative and logistics support areas. Some of Joanne's duties at ECOS include:

- ❖ Overseeing administrative operations (including grants management) in the office.
- ❖ Maintaining and collecting staff quarterly project reports as well as contract and grant paperwork.
- ❖ Serving as payroll specialist.
- ❖ Acting as building liaison, i.e., handling office supply and furniture and computer purchases.
- ❖ Maintaining and enhancing the organization's emergency preparedness plan (homeland security at Hall of States Office).

Carol A. Leftwich is a senior project manager at ECOS. Carol leads ECOS' staff work on air issues, energy, transportation, and health. She has been with ECOS since March 1998. Carol has a Master of Science degree in Natural Resource Planning from the University of Vermont and a BA in Human Services from the University of North Carolina at Charlotte. Before joining ECOS, Carol worked for several law firms and the United States Supreme Court. Carol is a native North Carolinian. Some of Carol's duties at ECOS include:

- ❖ Serving as chief staff liaison for ECOS Air Committee, Energy Efficiency Subcommittee, Transportation Workgroup, Children's Health Workgroup, and Environmental Health Forum.
- ❖ Working with other staff on mercury issues.
- ❖ Serving as chief liaison for association partnership effort (NARUC, AASHTO, and NASEO).

Molly O'Neill has served ECOS as the executive project manager for the Network Steering Board (NSB) since July 2002. The NSB, comprised of senior executives from state environmental departments and the U.S. EPA, is charged with implementing the National Environmental Information Exchange Network (Exchange Network). As executive program manager, Molly is responsible for coordinating, supporting, and leading the efforts of more than 35 state environmental department participants, and working with EPA counterparts and other partners. Prior to joining ECOS, she spent 14 years working as an environmental management consultant. She started her career working as an environmental biologist performing ecological risk assessments and as a multi-media environmental regulatory analyst. The last eight years of her consulting experience were spent working closely with executive management of state environmental departments on organizational and performance assessments, performance measures, business process reengineering, and large-scale information management system implementation projects. Molly earned her BS in Biology from Virginia Tech. Some of Molly's duties at ECOS include:

- ❖ Working with Network Steering Board, directing and managing the State/EPA National Environmental Information Exchange Network (Exchange Network).
- ❖ Acting as chief liaison to EPA's Office of Environmental Information.
- ❖ Working with Kristen Dunne and Mary Blakeslee to support the Information Management Working Group and data standards work.

Lia Parisien is the editor/planner for ECOS. Prior to joining ECOS in 1999, she worked for six years as a group manager at Inside Washington Publishers (publisher of Inside EPA), where she was chief editor of environmental newsletters and newsmagazines including Electric Power Alert, Clean Air Report, Mobile Source Report, Water Policy Report, and State Environmental Monitor. Previously, she worked as a production assistant for CBS News 60 Minutes and in media relations. She earned a BA with honors in Foreign Language (French) and Communication Media (Broadcast Journalism), with a minor in International Studies and concentration in Theater, from The American University in Washington, DC. Some of Lia's duties at ECOS include:

- ❖ Serving as chief editor for ECOSStates, the ECOS quarterly journal. Involves compiling entire publication, generating story ideas, working with graphic artist on layout, and developing overarching themes.
- ❖ Acting as chief compiler and editor for weekly ECOSWIRE and editor of Capitol Hill Report.
- ❖ Editing various other publications of the association.
- ❖ Serving as ECOS media liaison, coordinating press events, fielding media calls, and issuing releases.
- ❖ Serving as chief planner and agenda setter for ECOS membership meetings and special events.

Teresa L. Prior is the comptroller for ECOS, which she joined in March 2002. She has been an independent consultant to a number of progressive international associations and non-profit organizations. She holds an undergraduate degree in Management from the University of South Carolina and a Master of Business Administration in International Business from the University of Hartford. Teresa has traveled extensively, speaks French, and helped set up the only private game farm in Uganda. Teresa is originally from South Carolina and now lives in Maryland. Some of Teresa's duties at ECOS include:

- ❖ Maintaining all ECOS, ERIS, and ITRC accounting records and statements. Involves daily updates and budgeting responsibilities.
- ❖ Working with other staff to ensure that all financial reports to federal partners are completed in a thorough and timely fashion.
- ❖ Working closely with third-party auditor to ensure a comprehensive audit and financial report is sent to funders and the ECOS officers and membership.
- ❖ Handling all financial reporting inquiries from funding partners and/or other government agencies and other parties.
- ❖ Assuring accounts payable and receivable are kept up to date.

Kurt Rakouskas is a senior project manager for the Network Steering Board (NSB). The NSB is charged with implementing the National Environmental Information Exchange Network. Prior to joining ECOS, Kurt was the operations manager at Partners for the Common Good, a non-profit community development loan fund. He also has worked for the U.S. Department of the Treasury and served as a project manager for the development of the 2000 U.S. Census data capture system. Kurt holds an undergraduate degree in International Affairs from the George Washington University and an MPA with a concentration in environmental policy from the University of Massachusetts. Some of Kurt's duties at ECOS include:

- ❖ Working as a project manager supporting the state/EPA National Environmental Information Exchange Network (Exchange Network).
- ❖ Working closely with Molly O'Neill on the Exchange Network and with Kristen Dunne coordinating other state-related information technology initiatives.

Margaret Sealey is a research associate at ECOS, where she works on FOSTTA (Forum on State and Tribal Toxics Action) and Toxics Release Inventory (TRI) issues. She recently graduated from the University of Maryland's Public Policy School, where she specialized in environmental policy. Before graduate school, Margaret worked as a technical writer and information developer in the computer industry and pursued environmental interests in her spare time. She has volunteered as a trail guide at a nature preserve in Texas and has assisted with mountain lion research in Idaho. She also has a Bachelor's degree in Journalism from Ohio University and a Master of Applied Geography degree from Texas State University. Some of Margaret's duties at ECOS include:

- ❖ Working as chief staff liaison for the ECOS Cross-Media Committee.
- ❖ Serving as project officer for the ECOS FOSTTA project.
- ❖ Acting as project officer for the ECOS TRI project.

Carolyn Sistare is the program assistant at ECOS, which she joined in March 1999. Carolyn is a native of Trinidad and Tobago and holds a Diploma in Spanish, English Literature, and Economics from St. George's College. She is responsible for administrative and logistics support for various ECOS projects, including ITRC. Some of Carolyn's duties at ECOS include:

- ❖ Providing travel support and assisting with meeting planning.
- ❖ Maintaining and updating membership and contact databases for ITRC.
- ❖ Helping arrange and coordinate travel logistics for ITRC and other projects.
- ❖ Working with ITRC on processing travel vouchers.

Timothy R. Titus, who is ITRC program administrator, was on an intergovernmental assignment to ECOS from the U.S. EPA until late 2003, serving as counselor to the director and deputy director for intergovernmental affairs. After his retirement from EPA, ECOS hired him in January 2004 to manage ECOS affiliate ITRC. At EPA, he most recently was a senior advisor for small business in the Office of Policy, Economics, and Innovation. From 1991 through 1995, Tim was the managing director for communications and systems in the United States–Asia Environmental Partnership (US–AEP), where he was responsible for promoting the US–AEP program and reporting its environmental and commercial successes. He helped design the State Environmental Initiative which provides money for states to market their environmental goods and services in Asia. Prior to joining US–AEP to assume partnering responsibilities, Tim was director of the Gulf Task Force that coordinated the U.S. government response to the environmental crisis in the Persian Gulf following Operation Desert Storm. Other positions he has held at EPA include director of the Science, Economics, and Statistics Division and deputy director of the Existing Chemicals Assessment Division. Before joining EPA, he was a program analyst with the Consumer Product Safety Commission. Tim grew up in Connecticut and holds a JD degree from the University of Baltimore and a BA degree from the University of Wyoming. Some of Tim's duties at ECOS include:

- ❖ Working together with the ERIS Board, overseeing all administrative and program areas of ITRC.
- ❖ Working with Carolyn Hanson managing ITRC contracts.
- ❖ Managing and directing ITRC staff.
- ❖ Preparing funding requests and internal budgets.

The Executive Committee

The governing body of ECOS, other than the general membership, is the Executive Committee, composed of the officers, one primary and one alternate state representative from each EPA region, one state representative from the non-contiguous states and territories, and two liaison officials with the National Governors' Association.

The Executive Committee also includes the four ECOS officers:

- ❖ Steven A. Thompson of Oklahoma, President
- ❖ Stephanie Hallock of Oregon, Vice President
- ❖ Robert W. King of South Carolina, Secretary–Treasurer
- ❖ Ronald F. Hammerschmidt, Ph.D. of Kansas, Past President

As of 1/12/05:

Region	Primary	Alternate
I	Dawn Gallagher of Maine Commissioner, ME Department of Environmental Protection	Robert Golledge of Massachusetts Commissioner, MA Department of Environmental Protection
II	Bradley Campbell of New Jersey Commissioner, NJ Department of Environmental Protection	Erin Crotty of New York Commissioner, NY Department of Environmental Conservation
III	Bob Burnley of Virginia Director, VA Department of Environmental Quality	Barbara Sexton of Pennsylvania Special Deputy Secretary, PA Department of Environmental Regulation
IV	Bill Ross of North Carolina Secretary, NC Department of Environment and Natural Resources	Robert W. King of South Carolina Deputy Commissioner, SC Department of Health and Environmental Control
V	Renee Cipriano of Illinois Director, IL Environmental Protection Agency	Sheryl Corrigan of Minnesota Commissioner, MN Pollution Control Agency
VI	Marcus C. Devine of Arkansas Director, AR Department of Environmental Quality	Steven A. Thompson of Oklahoma Executive Director, OK Department of Environmental Quality
VII	Michael J. Linder of Nebraska Director, NE Department of Environmental Quality	Wayne Gieselman of Iowa Division Administrator, Environmental Services Division, IA Department of Natural Resources
VII	Vacant	John V. Corra of Wyoming Director, WY Department of Environmental Quality
IX	Anne Baker of California Deputy Secretary, CA Environmental Protection Agency	Steve Owens of Arizona Director, AZ Department of Environmental Quality
X	Jon Sandoval of Idaho Chief of Staff, ID Department of Environmental Quality	Linda Hoffman of Washington Director, WA Department of Ecology
Islands	Laurence Lau of Hawaii Deputy Director for Environmental Health, HI Department of Health	Vacant
NGA Liaison	Kurt Fredriksson of Alaska Acting Commissioner, AK Department of Environmental Conservation	John V. Corra of Wyoming Director, WY Department of Environmental Quality

Committee Structure

ECOS is a membership-driven organization, and it is envisioned that the bulk of work will be done through committees of members. The staff in Washington, D.C., performs secretariat functions and provides administrative, research, and logistics support to the committees. Within ECOS, a “committee” is a permanent association of ECOS members. A “workgroup” is an association that may include only ECOS members or may include outside participation, but is organized for a specific time-limited function. The “forums” are associations including both ECOS and non-ECOS members that are permanent or, at least, long-term. In general, forums are co-chaired by an ECOS member and a representative of the other participant.

Committees

- ❖ **Air Committee:** Chair Jane Stahl of Connecticut; Vice Chair Scott Hassett of Wisconsin
- ❖ **Water Committee:** Chair Steve Chester of Michigan; Vice Chair Bill Ross of North Carolina
- ❖ **Waste Committee:** Chair Ron Hammerschmidt of Kansas; Vice Chair Jay Ringenberg of Nebraska
- ❖ **Compliance Committee:** Chair Howard Roitman of Colorado; Vice Chair (Vacant)
- ❖ **Planning Committee:** Chair Steve Owens of Arizona; Vice Chair Sheryl Corrigan of Minnesota
- ❖ **Cross-Media Committee:** Chair David Paylor of Virginia; Vice Chair Arleen O'Donnell of Massachusetts

As a general rule, the first four committees work media-specific issues. The Planning Committee and the Cross-Media Committee work all remaining issues, with the former tending to concentrate on regulatory issues and the latter tending to concentrate on innovations and non-regulatory issues.

Forums

Forums were designed to provide a channel of communication between states and federal agencies, but are occasionally used to advance a single issue that crosses levels of government, such as environmental education.

- ❖ **ECOS Federal Facilities Forum:** ECOS Co-Chair Jon Sandoval of Idaho
- ❖ **ECOS Environmental Health Forum:** ECOS Co-Chair Robert Zimmerman of Delaware

Workgroups

Workgroups are time-limited bodies designed to deal with a specific issue. They report to one of the standing ECOS Committees. In 2004, ECOS had the following workgroups:

- ❖ **International Environmental Affairs:** Chair Steve Owens of Arizona
- ❖ **Data Management:** Chair Mike Linder of Nebraska
- ❖ **Children's Health:** Chair Bob Zimmerman of Delaware
- ❖ **Transportation:** Chair Ron Hammerschmidt of Kansas
- ❖ **Long-Term Stewardship Workgroup:** Chair Howard Roitman of Colorado
- ❖ **Performance and Partnership Workgroup:** Chair Leah Ann Lamb of Utah
- ❖ **DOD Sustainability Workgroup:** Chair Jon Sandoval of Idaho
- ❖ **Water Funding Gap Workgroup:** Chair Arleen O'Donnell of Massachusetts

Subcommittees

Subcommittees report directly to their respective committees.

- ❖ **Energy Efficiency Subcommittee of the Air Committee:** Chair Mary Jo Kopecky of Wisconsin

The Year in Review: Highlights

“Consolidation” is a word that describes 2004 for ECOS. Welcoming 26 (of 50) new members over a 16-month period in 2003–2004 meant that our organization was going to experience much change. We worked hard to encourage new members to participate, and many of them accepted leadership challenges!

- ❖ Our leadership changed in many of our committees: Air, Water, Planning, Cross-Media, and Compliance.
- ❖ A survey of our membership detailed the matters most important to them: funding, partnership, oversight, holding the line on environmental standards, and communications through information exchange.
- ❖ ECOS published the first-ever compilation of state environmental permit fees.
- ❖ Our members, committees, and research staff support projects on such issues as information management, controlling mercury, children’s health, and waste cleanup technologies (to name a few) throughout the year.
- ❖ Our memorable Annual Meeting was held in Oklahoma City and our successful Spring Meeting was held in Hot Springs, Arkansas.

Goals for 2005

This is a new section for our *Annual Report*. It reflects the urgency which our organization sees with the issues listed below.

In late 2004 ECOS surveyed its members to determine their strategic and project priorities. ECOS will be reviewing these results and considering changes to our vision and mission this year.

Funding

By far, the top concern was the challenge that many state environmental executives are facing finding resources to conduct the many jobs assigned to state agencies. A typical state agency gets about 30% of its funding from the federal government, 20% from the state general fund, and the rest from permit fees and bonds.

Since about 2001, state budgets have been declining—and this means general fund contributions are declining. Recently (in 2005, and proposed for 2006), federal funds to states are declining as well. In fact, all of EPA’s proposed cuts in its 2006 budget were from contributions to the states and local governments.

However, during the past five years, EPA has issued 160 new environmental rules with a “state impact.” Currently, 140 more such rules are pending. Plus, EPA has created 75 new “voluntary” programs—half in the last four years—that it expects states to participate in.

These two sets of trends—declining funding and increased workload—cannot continue without increased potential for environmental problems.

Partnerships

States believe that they are co-regulators with EPA in our federal system of government. Most federal environmental programs can be delegated to the states, and most of them have been. In fact, ECOS estimates that 90% of the delegable workload has been transferred from EPA to the states. While EPA maintains several crucial roles, states want to see the level of partnership increase in new ways, including much more input on EPA’s budget development—a role unique to states because of our status as co-regulators. During the past year, we have worked with EPA to refine state input on planning and budgeting, but clearly, much remains to be done.

Oversight

One of EPA's responsibilities is oversight of the state programs—that is, making sure that they are operated in accord with federal law. ECOS recognizes this as one of EPA's main functions. At the same time, effective oversight needs to be: consistent from region to region, predictable (in the sense that states need to know how their performance will be judged), cost-effective, and finally, avoid unwarranted duplication. States are finding needless duplication in some enforcement actions resulting in EPA conducting “overfiling,” and are currently working with EPA to refine its enforcement oversight of state programs.

Other Issues

States also expressed concern about: the need for continued environmental data reforms, the weakening of environmental standards, needed assistance for small communities, needed funding for water monitoring and water programs, needed mercury reductions, and the need to forge solutions to multi-pollutant air problems.

Legislative Highlights

In 2004, ECOS continued to closely monitor and report on events of Capitol Hill. Several important issues were discussed in which ECOS stated an opinion in the interest of our membership, including Transportation, Energy, and Appropriations. We continued to offer our input by:

- ❖ Sending letters from ECOS committees and members to members of Congress on several critical issues including the Bond Amendment in the Omnibus Appropriations Bill, funding for core programs, state funding for environment and public health, the Clean Water State Revolving Fund, state environmental results grants, Regional Transportation Plans and Congestion Mitigation and Air Quality, storm water runoff, the Refinery Revitalization Act, SAFETEA, and others;
- ❖ Organizing a state briefing for Senate Armed Services Committee staff on DOD's Readiness and Range Preservation Initiative (RRPI) proposal;
- ❖ Tracking legislative proposals on Superfund, climate change, arsenic, asbestos, and mining;
- ❖ Attending key legislative meetings on Capitol Hill, including a briefing discussing both Climate Stewardship Acts, Senate bill S. 139 and the House companion bill H.R. 4067, which was organized by the Environmental and Energy Study Institute and featured the two main House co-sponsors of H.R. 4067, Congressman Wayne Gilchrest (R-MD) and Congressman John Oliver (D-MA), and a legislative briefing sponsored by the Clean Beaches Council (CBC) for House of Representatives staff. The Council had recently held its first Sustainable Beaches Summit, where it initiated the development of a national policy framework for the nation's beaches. Such policy would acknowledge the economic value of beaches, and encourage responsible beach going, while raising awareness of the harmful impacts caused by uncontrolled growth and development on the coastal environment;
- ❖ Preparing testimony before Congress on DOD's RRPI proposal;
- ❖ Testifying before congress on the Department of Defense RRPI proposal. The televised hearing held by the House Subcommittees on Environment and Hazardous Materials and Energy and Air Quality, chaired by Representatives Ralph Hall (R-TX) and Paul Gillmor (R-OH), included opening remarks by over 20 members from both sides of the aisle. ECOS supported a previous resolution in 2003, valid until 2006, opposing RRPI. ECOS underscored that DOD had not documented any impediments to military readiness as a result of environmental statutes and commented on the history of cooperation between the DOD and state environmental agencies;
- ❖ Meeting with staff from various House Committees and EPA staff from the Office of Environmental Information to discuss the status of the Exchange Network and other information management

activities. ECOS fielded questions on topics ranging from interoperability between the state–EPA databases to the cost efficiencies of the Network and possible future appropriations;

- ❖ Sending Senate and House appropriators a framework for the Administration’s proposed \$23 million environmental results state grant program, included in the ’05 budget for EPA. The package, delivered to Capitol Hill decisions makers, included a description of states’ vision for a program focusing on environmental outcomes. The package also featured examples of state efforts already underway or in the development stage;
- ❖ Working with Senate staff, other associations, and the National Governors’ Association to amend and suggest language used by Senate Appropriations for a letter from the Senate to EPA. Language added in the Senate appropriations targeted “direct grant assistance” which could affect most of the \$3.5 million or so ECOS receives from EPA for committee-specific work.

Outreach

ECOS communicates with many organizations both in and out of Washington, D.C., to discuss issues of mutual concern. Some ECOS efforts particularly generate a great deal of contact. They include:

- ❖ **Periodicals**—We produce four issues of the journal ECOSStates annually and many more of the weekly reports ECOSWIRE and Capitol Hill Report, providing both a forum for our members and others to voice their issues, and a way to share information about current and pending environmental issues.
- ❖ **EPA Strategic Plan and Budget**—U.S. EPA’s strategic plan and budget require a great deal of state agency attention, because both affect—and are affected by—what the states do. This year, as in recent years, ECOS members and committees worked with EPA to comment on the direction of the strategic plan and to provide advice on the EPA budget plans. The Planning Committee continued the collaboration with U.S. EPA on planning and budgeting.
- ❖ **Interstate Technology and Regulatory Council (ITRC)**—ITRC continues to be the largest project in the ECOS arena, with 22 teams and participants from over 40 states, as well as many others from the federal government (EPA, Department of Defense, and Department of Energy), business, academia, environmental groups, and the public. ITRC works to develop and review new technologies for waste cleanup.
- ❖ **Exchange Network**—The implementation of the Exchange Network continues to be a major focus area for the Data Management Work Group. Nearly all 50 states and EPA are now involved in various stages of implementation. Sister agencies such as health and agriculture agencies are also showing interest in our work.
- ❖ **Mercury Issues**—ECOS, with its Quicksilver Caucus and U.S. EPA partners: (1) developed a National Mercury Reduction Strategy Framework Document, an interim proposal for modifying the TMDL process, and identified the need for developing an implementation work plan for the national strategy; (2) published a set of four technical documents that describe best practices for the storage and handling of elemental mercury and economic factors affecting U.S. and global mercury markets; and (3) held its second workshop to update commissioners and policy staff on the latest scientific, technical, and economic information on mercury in the environment.
- ❖ **Toxics**—ECOS helps to staff the Forum on State and Tribal Toxics Action (FOSTTA), consisting of state, EPA, and tribal officials. FOSTTA is our primary contact with tribal environmental representatives.

Staff Changes

Natalie Roy left ECOS in early 2005 to work on international environmental issues.

Margaret Sealey joined ECOS from the University of Maryland to work on cross-media and toxics issues.
Kurt Rakouskas joined ECOS as a senior project manager on the Exchange Network.
Carolyn Sistare was promoted from administrative assistant to program assistant.

General Membership Meetings

Our general membership meetings are held to exchange views and information among members, particularly through the meetings of our standing committees, forums and workgroups.

This year's successful meetings were held in Hot Springs, Arkansas, and Oklahoma City, Oklahoma.

ECOS Policy Positions

ECOS considers its formal policies at its Spring Meeting and Annual Meeting. This year, ECOS considered and passed 22 resolutions, twice as many as the previous year:

1. Need for Nationwide Mercury Switch Removal Strategy that Provides Flexibility to the States
2. In Support of the ECOS & DoD Sustainability Workgroup
3. Supporting State Participation in the Interstate Technology and Regulatory Council
4. Encouraging Federal Support for the Interstate Technology and Regulatory Council
5. Environmental Management Systems
6. Revision of Total Maximum Daily Load
7. EPA Enforcement in Delegated States
8. Concerning Children's Environmental Health
9. Reducing Environmental Factors that Affect Asthma in Children
10. Small Community Challenges II
11. Regarding a Mercury Emissions Rule
12. Small Community Challenges I
13. Promotion of Pollution Prevention in Partnerships (P4)
14. ECOS Support for the State and Tribal Environmental Performance Grants Fund
15. Water Quality Gap Analysis
16. Environmental Data Management
17. On Multi-Pollutant Strategies for the Control of Air Pollution
18. Long-Term Stewardship (LTS), Memorandum of Understanding with Federal Agencies
19. Mercury Retirement and Stockpiling
20. State Access to Confidential Business Information Under the Toxic Substances Control Act
21. Need for Articulation of a National Vision for Mercury
22. On the Need to Retain the 2007 Deadline for Heavy-Duty Engine Standards

Details on these resolutions can be found at: <http://www.ecos.org/section/policy/resolution>

Research Highlights

ECOS has steadily increased the base level of practical research regarding state environmental agencies. This year was no exception. Here are some examples:

Permit Fees

ECOS published the final report on state environmental permit fees in early 2004. This research takes a look at the various charges that states impose on polluters to review and issue permits that comply with pollution laws. The study was undertaken as many states sought alternative funding to make up for general fund budget cuts.

Environmental Health and Children's Asthma

ECOS wrapped up the pilot projects that addressed environmental factors affecting asthma in children in the states of California, Wyoming, Wisconsin, Oregon, and Idaho. As a follow-up, ECOS and ASTHO plan to co-host two meetings on children's health this year, one oriented toward program staff involved in implementing state asthma control activities, and the other for health and environment commissioners to discuss broader issues of children's environmental health, including asthma.

In addition, ECOS is working on a concept paper addressing the importance of a collaborative approach to environmental health issues, the role of environmental public health tracking in increasing opportunities and effectiveness of collaborative approaches, and priorities for future work in this area. We will conduct facilitated discussions on the concept paper and related issues among representatives of state health and environmental agencies.

Compliance

ECOS is working on a project supporting state efforts to implement the Small Local Governments Compliance Assistance Policy. ECOS will write an RFP in consultation with the Compliance Committee and announce it to states via its website, ECOSWIRE, and direct communication with members to encourage states to apply for pilot projects that would implement parts of the policy. ECOS will give priority to state proposals to pilot new aspects of the policy.

Also, ECOS has a cooperative agreement with EPA to provide funding support to state participants at the Annual Enforcement and Compliance Program Grant Conference, the State Review Framework Training Conference, and a subsequent training meeting to be held in spring 2005. The framework is a mechanism that would enable consistent oversight of state performance in enforcement and compliance assurance, and help ensure that states meet agreed upon performance levels and provide a similar base-level of environmental enforcement across the country.

Strategic Planning

ECOS entered a cooperative agreement with EPA to assist state environmental agencies with their strategic planning processes and priority setting activities. We developed a state grants program to fund eight state pilot projects to test planning strategies and approaches. The eight pilots include four regional efforts in Regions 1, 5, 8 and 10 and four individual state efforts in West Virginia, Virginia, Texas, and Maryland. The states explored tools that enable better alignment on goals and priorities with federal and local partners, and focused on evaluation efforts to better track environmental results at the end of the project period.

Toxics Issues

ECOS has a cooperative agreement with EPA's Office of Pollution Prevention and Toxics to administer the Forum on State and Tribal Toxics Action (FOSTTA). The forum has met throughout the year in Washington, D.C. and Albuquerque, New Mexico to discuss chemical information and management, pollution prevention, and tribal toxics issues.

ECOS also has a cooperative agreement with EPA's Office of Environmental Information to administer annual meetings of the Toxics Release Inventory program. Participants attend from states, tribes, EPA regions, and EPA headquarters. This year the meeting was opened to non-governmental groups which resulted in more than twice as many registrants as last year. These new participants represent industries, environmental organizations, universities, and the media.

Mercury

The Quicksilver Caucus (QSC), a coalition of state associations including ECOS, held its second workshop for state policy leaders at the end of October 2003. Participants developed an Action Plan for 2004 and 2005 that identifies key actions and target dates for QSC members partnering with others. The QSC initiated the development of an updated Compendium of State Mercury Activities. The QSC also participated in U.S. EPA-sponsored stakeholder meetings to explore the possibility of developing a national program for removing mercury containing switches found in vehicles.

Changing Perceptions

ECOS has worked to change perceptions about the role of the states in protecting the nation's environment. ECOS research has found that states:

- ❖ Operate about 75% of the federal programs which can be delegated to the states, constituting about 90% of the environmental protection service workload;
- ❖ Conduct 90% of the enforcement actions taken;
- ❖ Collect about 94% of the data in EPA's main environmental quality databases;
- ❖ Contribute about \$13.5 billion per year in environmental and natural resource protection programs—over two-thirds of which comes from non-federal (state) sources.

Bottom Line

As we enter our second decade as an organization, we're proud of what we've accomplished, and are aware of how many more challenges we have to address. States are now recognized as "co-regulators" and enjoy a special status that is deserved under our federal system in dealings with our federal partners. Two general membership meetings a year add to the sharing of information, along with many more specialized exchanges between state and federal leaders. Among the most important achievements are the personal relationships that state commissioners form through ECOS—contacts that help to solve environmental problems in the states. Making sure the environmental problems get solved is ultimately what ECOS is about.

Environmental Council of States, Inc. and Affiliate
Consolidated Statement of Financial Position

September 30, 2004 and 2003

	2004	2003
Liabilities and net assets		
Current liabilities		
Accounts payable	\$568,758	\$230,563
Accrued expenses	79,073	72,538
Deferred membership dues	8,000	16,000
Deferred grants and contracts	705,545	488,103
Deferred rent, current portion	1,617	6,473
Current maturities of leasehold improvements obligation	1,480	5,771
Total current liabilities	1,364,473	819,448
Noncurrent liabilities		
Deferred rent, non—current portion	—	1,617
Leasehold improvements obligation, less current maturities	—	1,480
Total noncurrent liabilities	—	3,097
Total liabilities	1,364,473	822,545
Commitments and contingencies		
Unrestricted net assets	946,035	746,916
Total liabilities and net assets	\$2,310,508	\$1,569,461
Assets		
Current assets		
Cash and cash equivalents	\$1,514,165	\$907,548
Grants receivable	717,427	589,895
Meeting registration receivable	64,193	40,175
Total current assets	2,295,785	1,537,618
Property and equipment, net	14,723	31,843
Total assets	\$2,310,508	\$1,569,461

Note: This statement, and the following two statements, are taken from the 2004 audit conducted by BDO Seidman. The auditor's report has not been included. A complete set of the financial statements is available upon request.

Environmental Council of States, Inc. and Affiliate
Consolidated Statements of Activities
September 30, 2004 and 2003

	2004	2003
Revenue, gains, and other support		
Federal grants and contracts	\$5,933,005	\$4,889,601
State assessments	390,650	385,100
In-kind contributions	163,379	100,640
Meeting registrations	145,212	140,377
Non-federal grants and contracts	143,924	177,346
Miscellaneous income	14,682	29,429
Interest income	8,702	4,764
Publications	4,040	4,290
Total revenue, gains, and other support	6,803,594	5,731,547
Expenses		
Program services		
ITRC	3,380,592	3,336,618
NSB	856,293	556,804
OCFO III	407,004	149,083
State assessments	291,739	343,634
Information management	271,162	234,959
FOSTTA	237,278	184,974
NOS	184,690	—
In-kind contributions—meeting expenses	163,379	100,640
ASTHMA II	96,392	116,812
ASTHMA III	81,669	3,286
TRI	81,238	—
Government relations	62,987	14,700
OECA	44,331	—
Long Term Stewardship	43,566	35,483
Meetings	43,441	132,421
Mercury Partnership	42,252	122,774
ME Mentor	37,466	—
Energy	34,346	19,567
OMNIBUS	31,644	—
NEPPS	31,171	97,205
Environmental Information Management	30,360	—
E-Health	29,932	—
Performance partnership	29,205	—
CROMERRR	26,920	21,849
Sustainability	16,145	—
OSWER	13,813	9,043
CDC	11,047	—
Enforcement	8,353	—
India	4,844	—
Local government project	1,507	76,999
Reason Foundation	—	15,546
ASTHMA	—	10,406

Environmental Council of States, Inc. and Affiliate
Consolidated Statements of Cash Flows

September 30, 2004 and 2003

	2004	2003
Expenses, continued		
Wastewater	—	9,537
CSG	—	6,663
CLIME	—	25
Total program services	6,594,766	5,599,028
Supporting services		
Administrative	9,709	2,994
Total expenses	6,604,475	5,602,022
Change in unrestricted net assets	199,119	129,525
Net assets, beginning of year	746,916	617,391
Net assets, end of year	\$946,035	\$746,916

Cash flows from operating activities

Change in unrestricted net assets	\$199,119	\$129,525
Adjustments to reconcile change in unrestricted net assets to net cash provided by operating activities:		
Depreciation and amortization	17,120	18,509
(Increase) decrease in assets		
Grants receivable	(127,532)	(475,618)
Meeting registration receivable	(24,018)	830
Prepaid expenses	—	6,421
Increase (decrease) in liabilities		
Accounts payable	338,195	(20,647)
Accrued expenses	6,535	33,528
Deferred membership dues	(8,000)	8,000
Deferred grants and contracts	217,442	356,105
Deferred rent	(6,473)	(6,473)
Net cash provided by operating activities	612,388	50,180

Cash flows from financing activities

Payments on leasehold improvements obligation	(5,771)	(5,537)
Net cash used in financing activities	(5,771)	(5,537)
Increase in cash and cash equivalents	606,617	44,643
Cash and cash equivalents, beginning of year	907,548	862,905
Cash and cash equivalents, end of year	\$1,514,165	\$907,548

2004 ECOS and ERIS Project Summary

ECOS Projects

Subject Matter	Title	Status and Committee
Recent Awards		
To Build State Capacity to Improve Results-based Environmental Management/ Planning Committee is lead (phase two of project)	One-year project to continue to assist state environmental agencies with strategic planning processes and priority setting activities	Awarded December 2004 as part of the Omnibus Agreement
Compliance/ Enforcement	Administrative grants to states for implementing EPA's new policy on Small Local Governments Compliance Assistance	Awarded December 2004 as part of the Omnibus Agreement
Mercury	ECOS–EPA Mercury Partnership	Awarded December 2004 as part of the Omnibus Agreement
Data Management	States Working in Partnership on the Management of Environmental Information	Awarded August 2004 (in six-month increments)
Data Management	Exchange Network Program Support	Awarded September 2004
Applied for		
Forum on State and Tribal Toxics Action FOSTTA	FOSTTA	Approval recommended February 2005—Cross-Media Committee
Collaborating with New Jersey and Arizona to help India with a water quality/infrastructure project—ECOS not the grantee but will assist the two states.	Improving Water Quality in Delhi Through Improved Surveillance, Testing, and Public Awareness State Environmental Initiative Environmental Partnership Grant	Applied March 2004 Received subcontract paperwork from NJDEP
TRI	TRI National Meeting	Applied July 2004
Active		
Water Committee	Water grant to support staff to assist with committee activities	Awarded November 2003
Air	Air grant to support committee and ECOS/AASHTO Dialogue	Awarded July 2003
To Build State Capacity to Improve Results-based Environmental Management/ Planning Committee will be lead	One-year project to assist state environmental agencies with strategic planning processes and priority setting activities	Awarded November 2003; project is ongoing, state pilots have concluded; agreement was renewed
TRI	TRI National Meeting	Awarded in January 2004
Amendment to Department of Energy Conservation Research and Development Grant (ITRC) # DE-FG07-001D13890	"To foster environment/energy partnership efforts between the states and the DOE through ECOS Federal Facilities Forum (F3)."	Recently submitted narrative and completed final paperwork—Federal Facilities Forum

Subject Matter	Title	Status and Committee
Active, continued		
DOE/Energy	Support for ECOS E2 subcommittee	Received final DOE approval March 2004
Working with the Forum for State and Tribal Toxics Action	FOSTTA	Grant initially awarded March 2003; additional 6 months awarded July 2003
Partnership of EPA's OPPT, states, and tribal leaders to increase their understanding and improve collaboration on toxic chemicals and pollution prevention.	Forum for State and Tribal Toxics Action (FOSTTA) with National Tribal Environmental Council (NTEC)	In February 2005, EPA recommended approval for supplemental funding for budget period 10/04-9/05—Cross-Media Committee
Sustainability	Innovation and Sustainability Case Studies from the states. Fostering sustainability efforts in the states through collection of case studies and participation in EPA's Science Forum	Work on compendium is in progress; a no additional cost extension is being considered—Cross-Media Committee
TRI	TRI National Meeting	Awarded January 2004
Compliance/Enforcement	Cosponsor OECA mtg. And provide State Travel Support	Awarded July 2004
Strategic Planning & Budgeting	National Planning and Budgeting with EPA (Year 4) continuation	Received May 2004
State of Environment Report	State Input to EPA State of the Environment Report	Awarded April 2002; project still being wrapped up; ECOS staff continues to monitor and be part of the SER project
Enforcement	ECOS Enforcement Report, 2nd Edition and Enforcement Compliance Measures Research	Awarded October 2003; no cost extension granted through September 2005
Data Management	Network Services and Operations Support for the Network Steering Board (NSB)	Awarded September 2003—Data Management Workgroup
Children's Health	Follow-up on the state pilots and the Asthma Action agenda	Awarded August 2003
Incorporating pollution prevention approaches into NEPPS through PPAs and PPGs-Cross Media Committee/ Planning Committee	To develop models of performance partnership agreements and Performance partnership grants that incorporate P2	Awarded October 2003
Toxics pilot grants to states	FOSTTA Grants to States	Awarded September 2002—Cross-Media Committee; NEWMOA project was extended
Partnerships and Performance	Support for Partnerships and Performance	Awarded September 2001—Ad Hoc NEPPS Committee

Subject Matter	Title	Status and Committee
Active, continued		
NEPPS, emerging issues	OCIR Cooperative Agreement	Active—Planning Committee
Innovations and Communications	Reason Environmental Innovation Project	Awarded July 2001
Recently Completed Projects		
State Travel Support to OECA Meeting	EPA–OECA Grantees Meeting	Received April 2003
Data Management	Network Steering Board Administration support	Awarded August 2002 and extended thru December 2004—Data Management Workgroup
Long-term Stewardship	Long-term Stewardship Committee Support including report/meeting	Awarded January 2002
Brownfields; Mercury; Toxics	Cooperative Agreement with OSWER	Awarded 2000—Waste Committee; extended for one year through September 2004
Strategic Planning & Budgeting	Planning and Budgeting with EPA (Year 3)	Awarded January 2003—Planning Committee
Environmental Health Tracking	Environmental Public Health Tracking	Applied October 2003; awarded April 2004
Information Management	Managing Environmental Information in the 21st Century	Closed June 2004
Energy	Energy Efficiency Subcommittee Support	Awarded August 2002—DOE Forum
Data Management	CROMERR	Award August 2002—Data Management Workgroup
Children’s Health—Asthma	State Asthma Pilot	Awarded September 2002—Children’s Health Workgroup
Long-Term Stewardship	To implement the LTS Memorandum of Understanding	Awarded September 2003; used for Nov. LTS meeting (and follow-up)
International	State Environmental Initiative	Awarded contract May 2003; completed report 2004
New Commissioner Orientation	Orientation of New ECOS Members at Spring Meeting	Funds received and orientation took place in April 2003
Local Government	Network of Local Representatives for EPA Regulatory Development	Awarded September 2001—Local Government Forum; completed September 2003
Information Management	Managing Environmental Information in the 21st Century	Closed June 2004 (also closed it out above in “applied for” section)
Data Management	Network Steering Board Administration Support	Awarded August 2002; completed December 2004

ERIS Projects

Subject Matter	Title	Status and Committee
Waste clean-up on federal sites, etc.	ITRC (Interstate Technology and Regulatory Council)	Active DOE grant ends in August 2005; DOE, DoD, and EPA funding is in process; Industry Affiliates Program rolled out in March 2005
TARP	Pollution Prevention Reciprocity Agreements	Awarded August 2002—This project is active with several contracts currently out. TARP to become part of ITRC
Wastewater Management	National Decentralized Water Resources Capacity Development Project	Completed April 2003

Research Projects at ECOS

ECOS partners with EPA and other organizations to conduct environmental policy research projects that further each organization's mission. Since the founding of ECOS in 1993 and ERIS in 1997, the organizations have acquired just over \$23 million in external support. This report presents information about current projects, projects that are winding down, pending projects, past projects, and projects under development for both ECOS and ERIS.

Active ECOS Grant Projects

Name: Exchange Network—Program Support

Issuing Entity: U.S. EPA, Office of Environmental Information

Award Total: \$1,000,000

Dates: September 2004—September 2006

Lead Committee: Data Management Workgroup (Planning Committee)

Lead Commissioner: Mike Linder (NE)

Lead Staff: Molly O'Neill

Summary of Purpose and Status: Implementation of the National Environmental Information Exchange Network. Grant provides the partnership for joint governance with EPA to work together to develop guidance and tools for implementing the Exchange Network.

Name: Network Exchange Operations and Services

Issuing Entity: U.S. EPA, Office of Environmental Information

Award Total: \$1,000,000

Dates: August 2003—August 2005

Lead Committee: Data Management Workgroup (Planning Committee)

Lead Commissioner: Mike Linder (NE)

Lead Staff: Molly O'Neill

Summary of Purpose and Status: Provide operations and services to states implementing the Exchange Network. Work includes maintaining Exchange Network Registry and website, training and outreach, and technical assistance.

Name: State-EPA Mercury Partnership

Issuing Entity: U.S. EPA, Office of Pesticides, Prevention, and Toxics

Award Total: \$225,000

Dates: 2001—2004

ECOS Committee: Quicksilver Caucus (Cross-Media Committee)

Lead Commissioner: Ron Hammerschmidt (KS), Lori Kaplan (IN)

Lead Staff: Mary Blakeslee, Carol Leftwich

Summary of Purpose and Status: Support Quicksilver Caucus's (QSC) 2001- 2003 agenda with U.S. EPA to develop: (1) a multi-media approach for a mercury-based TMDL; (2) a strategy for the safe collection and storage of mercury; and (3) information about the global economics of mercury markets and their impact on state mercury management actions. The grant also supports the QSC work with EPA to revise its national mercury action plan. The work on this agenda is reaching completion, and planning is underway to develop an agenda for 2004–2005.

Name: State Input on U.S. EPA's "State of the Environment Report"

Issuing Entity: U.S. EPA, Office of Environmental Information

Award Total: \$122,600

Dates: 2002–2003

ECOS Committee: Officers

Lead Commissioner: Officers

Lead Staff: Christine Eppstein

Summary of Purpose and Status: EPA asked ECOS to assist it in communicating its efforts on the new State of the Environment Report, and to help it understand how states have conducted these over the years.

Name: FOSTTA (Forum on State and Tribal Toxics Action)

Issuing Entity: U.S. EPA, Office of Pollution Prevention and Toxic Substances

Award Total: \$330,000

Dates: 2002-2003

ECOS Committee: Cross-Media Committee

Lead Commissioner: Jon Sandoval (ID)

Lead Staff: Margaret Sealey

Summary of Purpose and Status: Support state and EPA partnership with our subcontractor and partner, the National Tribal Environmental Council. First meeting held in May 14-15, 2002. This project also includes distribution of \$100,000 in awards to states and tribes to integrate health and environment toxics work.

Name: States Working in Partnership on the Management of Environmental Information

Issuing Entity: U.S. EPA, Office of Environmental Information

Award Total: \$480,584

Dates: July 1, 2004—June 30, 2005

ECOS Committee: Planning Committee/Data Management Workgroup

Lead Commissioner: Mike Linder (NE)

Lead Staff: Kristen Dunne

Summary of Purpose and Status: To support state participation in join information management activities via the ECOS Data Management Workgroup and the State/EPA Information Management Workgroup.

ECOS and EPA have jointly created a process to address our data sharing needs, the Exchange Network.

Name: OCIR Cooperative Agreement, 2000–2003
Issuing Entity: U.S. EPA, Office of Congressional and Intergovernmental Relations
Award Total: \$134,000
Dates: 2000–2004
ECOS Committee: Officers; Planning Committee
Lead Commissioner: Steve Owens (AZ) with Leah Ann Lamb (UT), Vice Chair of Planning Committee
Lead Staff: Christine Eppstein
Summary of Purpose and Status: Addresses: 1) NEPPS; 2) local government; and 3) emerging issues identification. The effort is helping to support Performance and Partnership work of the committee.

Name: Planning and Budgeting (OCFO-1, OCFO-2, and OCFO-3)
Issuing Entity: U.S. EPA, Office of Chief Financial Officer
Award Total : \$70,000; \$70,000; \$91,000
Dates: 2000–2001; renewed for 2001-2002 and for 2002-2003
ECOS Committee: Planning Committee.
Lead Commissioner: Steve Owens (AZ)
Lead Staff: Steve Brown
Summary of Purpose and Status: ECOS' contractor, Tom Looby, assists ECOS in gathering input from various ECOS committees to inform the EPA budget officer about state priorities. Continued from previous year.

Thanks in part to ECOS's grants on mercury, we are seen as a national leader on this issue.

Name: Results Based Strategic Planning and Budgeting
Issuing Entity: EPA, Office of Chief Financial Officer
Award Total: \$400,000
Dates: 2003–2004; renewed 2004–2005
ECOS Committee: Planning Committee
Lead Commissioners/Directors: Steve Owens (AZ), Sheryl Corrigan (MN), Leah Ann Lamb (UT)
Lead Staff: Christine Eppstein
Summary of Purpose and Status: ECOS will develop and implement a state grants program to assist states with preparing and conducting an innovative strategic planning process that links to national efforts.

Name: Pollution Prevention and PPA/PPG project
Issuing Entity: EPA OPPTS
Award Total: \$30,000
Dates: 2003–2004
ECOS Committee: Cross-Media Committee
Lead Commissioner: Dave Paylor (VA), Arleen O'Donnell (MA)
Lead Staff: Margaret Sealey
Summary of Purpose and Status: Research project to examine how pollution prevention (P2) and sustainability approaches are included in PPAs and PPGs. One of the goals of the project is to develop a model template that incorporates P2 measures more comprehensively into the agreements.

Name: Reason Environmental Innovation Project
Issuing Entity: Reason Public Policy Foundation
Award Total: \$50,000
Dates: 2002–2003
ECOS Committee: Executive Committee

Lead Commissioner: As needed for presentations

Lead Staff: Steve Brown

Summary of Purpose and Status: Supports contacts with policy makers. Also supported meeting between ECOS members and EPA Regional Administrators in April 2002.

Name: Improving Water Quality in Delhi through Improved Surveillance, Testing, and Public Awareness

Issuing Entity: Council of State Governments

Award Total: \$148,000 (ECOS share is \$40,571)

Dates: 2004–2005

ECOS Committee: Executive Committee

Lead Commissioner: As needed for presentations

Lead Staff: Kristen Dunne

Summary of Purpose and Status: Work with the New Jersey Department of Environmental Protection (NJDEP) and the Arizona Department of Environmental Quality (ADEQ) to promote improved water quality in the city of Delhi, India.

Projects under Development

In addition to projects listed elsewhere, the following projects have been approved or are under consideration by ECOS' Funding Committee. These projects may or may not eventually take place.

ECOS Environmental Excellence Awards Program is one project under development and being revised after feedback from the funding committee. A variety of funding sources will be pursued for this project.

Completed Projects

These are projects undertaken by ECOS that are completed and no longer active. ECOS may still be working in a particular area identified in this list, but the particular project outlined has been completed.

- ❖ Ozone Transport Assessment Group (OTAG)
- ❖ Partnership 2000 Project, Cooperative Agreement (previously known as Autogrants Project)
- ❖ Umbrella Cooperative Agreement, Communications Task
- ❖ Umbrella Cooperative Agreement, Small Towns Task
- ❖ Umbrella Cooperative Agreement, Climate Change Task
- ❖ Umbrella Cooperative Agreement, Reporting Reduction
- ❖ National Environmental Goals Project
- ❖ Strategic Planning (Government Performance and Reporting Act)
- ❖ Support for Regulatory Innovations Conference
- ❖ Local Government Environmental Assistance Network (LGEAN)
- ❖ Core Performance Measures for Pollution Prevention
- ❖ Developing Core Waste Measures
- ❖ Enforcement and Innovations for Texas Comptroller's Office
- ❖ NEPPS and State-EPA Environmental Planning Cooperative Agreement
- ❖ State Issues on Clean Water Action Plan
- ❖ One Stop/Facility Identification Initiative (continued under a new project)
- ❖ Community-based Environmental Projects/TEA-21
- ❖ Report to Congress: State Environmental Agency Contributions to Enforcement and Compliance

How Does ECOS Get a Grant Anyway?

ECOS and ERIS get research ideas from many sources. Most often, they come from committee work, in which committee members bring issues to our attention or direct staff to seek support for work that needs to be done. Sometimes, ideas come from staff, or from individuals outside ECOS who bring a research idea to our attention.

Once staff has an idea, we decide whether the project is managed best by ECOS or by ERIS. In general, policy matters are handled by ECOS, while ERIS conducts research on matters not having immediate policy concern. ERIS may also be preferred when the funding source requires a “501(c)(3)” organization.

If we decide the project is an ECOS one (most are), staff writes a one-page summary of the idea and sends it to the ECOS Funding Committee, which reviews it, and approves or disapproves the project. If it’s an ERIS project, the ERIS Board approves the proposal.

If the project is approved (most are, but not all), then staff begins to write a proposal to a potential funder. Sometimes we have to locate a potential funder as well. Most projects are written into a proposal, which is then sent to a funder, but some never get to that stage, and “die on the vine.” About three-quarters of the proposals submitted actually get funded.

For example, in a typical year there will be about 20-25 project ideas. Of these, staff will ask for approval for about 15 (between ERIS and ECOS). Of these 15, about 12 will actually be turned into a proposal and submitted to a funder. Of the 12, about 8 will be funded. The typical ECOS proposal is for one year (may be extended), and is funded for between \$50,000 and \$200,000. A few are for less, and a few (like ITRC, Information Management, and Planning) are for a lot more.

Currently six ECOS members sit on the Funding Committee. For the 2004-2005 fiscal year they include: ECOS President Steve Thompson (OK), ECOS Vice President Stephanie Hallock (OR), ECOS Secretary-Treasurer Robert King (SC), ECOS Environmental Health Co-Chair Bob Zimmerman (DE), ECOS Data Management Workgroup Chair Mike Linder (NE), and ECOS Federal Facilities Forum Chair Jon Sandoval (ID).

- ❖ Environmental Justice
- ❖ Children’s Environmental Health State Profiles
- ❖ Asthma Initiative (Year 1)
- ❖ Mercury Deposition
- ❖ Local Government Rule Development Project
- ❖ Network Steering Board—Administration Support
- ❖ CROMERR
- ❖ Office of Solid Waste Emergency Response
- ❖ Long-Term Stewardship

Most recently completed project:

Name: Network Steering Board—Network Administration

Issuing Entity: US EPA, Office of Environmental Information

Award Total: \$1,500,000

Dates: August 2002—December 2004

Lead Committee: Data Management Workgroup (Planning Committee)

Lead Commissioner: Mike Linder (NE)

Lead Staff: Molly O'Neill

Summary of Purpose and Status: Implementation of the National Environmental Information Exchange Network. Grant to assist States/EPA on developing guidance, technical specifications, and tools to exchange data between states, EPA, and other partners using eCommerce tools.

Research Projects at ERIS

The Environmental Research Institute of the States (ERIS) is the 501(c)(3) subsidiary of ECOS, devoted to the conduct of research and educational projects concerning the role of States in environmental protection.

Active ERIS Projects

Name: ITRC (Interstate Technology and Regulatory Council)

Issuing Entity: U.S. Dept. of Energy; U.S. Department of Defense; EPA

Award: In March 2003, \$2,000,000 awarded from DOE; EPA (ORD/OSWER) award for \$365,000 pending; DOD award pending for \$1,250,000; 2004 DOE grant of \$2 million being sent as of March 30—\$110,000 of EPA funding being sent as of March 2004 with more to follow.

Dates: Ongoing in one-year periods

Summary of Purpose and Status: This project is a multi-state effort to share clean-up technologies, largely for the purpose of expediting clean-up at federal sites. Funds go to State grants, subcontractors and ECOS. In addition, the following projects are part of the ITRC Cooperative Agreement:

1. TARP (Technology Acceptance and Reciprocity Project)—Pollution Prevention Reciprocity—DOD
2. Support for Energy Efficiency Subcommittee of the ECOS–DOE Forum—DOE

Pending ERIS Projects

None

Completed ERIS Projects

- ❖ Transition of ITRC from Western Governors' Assn. to ERIS/ECOS
- ❖ CLIME—Creative Leadership and Innovation in Managing the Environment
- ❖ National Decentralized Water Resources Capacity Development Project
- ❖ Wastewater Management Report

ECOS Almanac 2005

State Members

ALABAMA



Onis "Trey" Glenn III, Director

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The Alabama Environmental Management Commission appointed Onis "Trey" Glenn III as director of the Alabama Department of Environmental Management in early 2005. Starting in 2001, Glenn was director of the Alabama Office of Water Resources of the Department of Economic and Community Affairs. In that capacity, he acted as the state's chief water negotiator in allocation disputes with Georgia and Florida. Glenn previously worked as a hydrologic engineer for Alabama Power Company. He received a Bachelors of Civil Engineering from Auburn University in 1994 and an MBA from the University of Alabama at Birmingham in 1999.

ALASKA



Kurt Fredriksson, Acting Commissioner

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Kurt Fredriksson has over 25 years of experience working for the state of Alaska on environmental protection and natural resource management issues. Prior to becoming acting commissioner of Alaska's DEC, Fredriksson served as the deputy commissioner, and as senior project analyst in Alaska's governor's office. He received a Bachelor's degree in Geography and an MS in Environmental Studies from the California State University Fullerton.

ARIZONA



Stephen A. Owens, Director

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Stephen A. Owens was appointed director by Governor Janet Napolitano on January 6, 2003. Owens graduated with honors from Brown University in 1978 and received his law degree from Vanderbilt Law School. Owens was a practicing environmental attorney in Phoenix for 14 years before joining the Department of Environmental Quality. He also served as counsel to the Subcommittee on Investigations and Oversight of the U.S. House of Representatives Committee on Science and Technology. Owens was chief counsel and later state director for then-U.S. Senator Al Gore. Owens and his wife, Karen, have two sons, Jon and Ben.

ARKANSAS

Marcus C. Devine, Director

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Marcus C. Devine was appointed director on May 1, 2002. Devine received his Bachelor of Arts degree from Arkansas State University and his Juris Doctor degree from Dickinson School of Law at Pennsylvania State University. Devine practiced law as an associate attorney with Wilkes & McHugh Law Firm. He was also a deputy director at the Arkansas Department of Human Services, and a regulatory liaison for Governor Mike Huckabee, where he advised the governor on environmental law issues.

CALIFORNIA

Alan C. Lloyd, Ph.D., Secretary

California Environmental Protection Agency
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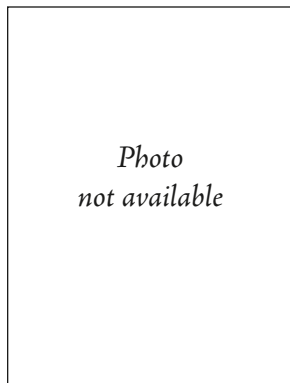
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Alan C. Lloyd, Ph.D. was appointed secretary of the California EPA by Governor Arnold Schwarzenegger in December 2004. Prior to his appointment, Lloyd worked in academia, government, and the private sector. He most recently served since 1999 as chairman of the California Air Resources Board. He also was executive director of the Energy and Environmental Engineering Center for the Desert Research Institute at the University and Community College System of Nevada, Reno. Lloyd earned both his Bachelor of Science in Chemistry and Ph.D. in Gas Kinetics at the University College of Wales, Aberystwyth, U.K.

COLORADO

Douglas H. Benevento, Executive Director

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Douglas H. Benevento was appointed executive director of the Colorado Department of Public Health and Environment by Governor Bill Owens in December 2002. Benevento holds a Bachelor's degree from the University of Colorado, a Master's degree from Johns Hopkins University, and a law degree from the University of Denver. Benevento had been director of environmental programs for the department since 1999. Benevento has also served as legislative director for U.S. Senator Wayne Allard of Colorado, and has handled Senator Allard's committee work for the Environment and Public Works Committee. He also worked for the House Agriculture Committee.

COLORADO (*continued*)

Howard Roitman, Director, Environmental Programs

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Howard Roitman has held progressively responsible positions within the Colorado Department of Public Health and Environment since 1987. Roitman received his Bachelor of Arts degree from Brooklyn College and his Juris Doctor from Yale Law School. His professional experience includes service with the Solicitor's Office and the Office of Surface Mining in the U.S. Department of Interior and private consulting work in government regulation, natural resources, and environmental protection. Roitman has represented state environmental and waste managers in a variety of capacities.

CONNECTICUT

Gina McCarthy, Commissioner

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Gina McCarthy served the Commonwealth of Massachusetts working on environmental issues at the state and local level for 25 years prior to her appointment as Connecticut DEP commissioner. Among other positions, she served as the deputy secretary of operations in Massachusetts Governor Mitt Romney's Office for Commonwealth Development and as undersecretary of policy at the Massachusetts Executive Office of Environmental Affairs. She received a Bachelor of Arts in Social Anthropology from the University of Massachusetts at Boston and a joint Master of Science in Environmental Health Engineering and Planning and Policy from Tufts University. She is married with three children and resides in Canton, Massachusetts.

Jane Stahl, Deputy Commissioner

Department of Environmental Protection
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Jane Stahl has been with Department of Environmental Protection since 1978. Stahl holds a Bachelor of Arts in Environmental Studies from the State University of New York, Stony Brook; a Master of Science in Natural Resources Policy and Management from the University of Michigan; a law degree from the University of Connecticut; and is admitted to the Connecticut Bar. She is the current chair of the ECOS Air Committee. Stahl also served as a member of the National Environmental Justice Advisory Council (NEJAC) as a representative of state government.

DELAWARE



John A. Hughes, Secretary

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John A. Hughes was confirmed as secretary on October 10, 2002. He received a Bachelor of Arts degree in English from Georgetown University. Hughes's past positions include director for the Division of Soil & Water Conservation; manager of Delaware's dredging program; zookeeper at the National Zoo in Washington; and owner of his own dredging company. Hughes has also served 13 years in elected office, first as a commissioner and then as mayor of Rehoboth Beach, Delaware's largest coastal resort community.

Robert J. Zimmerman, Director of External Affairs

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Robert J. Zimmerman has served as the director of external affairs for the Delaware Department of Natural Resources and Environmental Control since October 1995. Zimmerman is a graduate of the University of Delaware, where he received his Bachelor of Science in Agricultural Engineering in 1975. During the 20 years prior to his current assignment, Zimmerman held various engineering and management positions within the department. Zimmerman is a past president of the Association of State and Interstate Water Pollution Control Administrators (ASIWPCA) and is currently leading several national initiatives on behalf of states for ECOS.

FLORIDA

Colleen Castille, Secretary

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Governor Jeb Bush named Colleen Castille as secretary of the Department of Environmental Protection in February 2004. Castille attended Florida State University and earned an undergraduate degree in International Affairs. Castille previously served as secretary of Florida's Department of Community Affairs. Prior to her service at DCA, Castille was chief cabinet aide to Governor Bush specializing in environmental matters. Castille also has served in Education Commissioner Frank Brogan's office as chief cabinet aide and in Insurance Commissioner Tom Gallagher's office as senior cabinet aide.

GEORGIA

Carol Couch, Director

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Carol Couch began serving as director in January 2004. She holds a Ph.D. in Ecology from University of Georgia, a Master of Science in Biology from University of South Carolina, and a Bachelor of Science in Health Systems Engineering from Georgia Institute of Technology. Couch is a former executive manager at the National Water Quality Assessment Program of the United States Geological Survey (USGS) and was a regional biologist and hydrologist in the USGS Water Resources Division, Southeastern Region. Couch also served as senior strategic planner at the San Jose Health Center, San Jose, California, and director of planning at Western Colorado Health Systems Agency, Grand Junction, Colorado.

HAWAII

Laurence K. Lau, Esq., Deputy Director for Environmental Health

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Laurence K. Lau was appointed deputy director in April 2003. Prior to his appointment, he served since 1975 as deputy attorney general of the State of Hawaii. Lau has been admitted to practice law in several courts—the Supreme Court of Hawaii; U.S. District Court of Hawaii; U.S. Courts of Appeals, Ninth Circuit and Third Circuit; and the U.S. Supreme Court. He received his Juris Doctor from University of Michigan Law School and graduated from Harvard University, A.B. cum laude in Government. Lau is married and has two children.

IDAHO

Toni Hardesty, Director

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Toni Hardesty became director of the Idaho DEQ after heading the agency's Water Quality Program. Prior to joining the DEQ, she was branch manager and a project manager for URS Corporation and was an environmental protection specialist for the U.S. Environmental Protection Agency in Seattle. She is a native of Kimberly, Idaho, and a graduate of Boise State University with a degree in Environmental Health.

IDAHO (continued)



Jon Sandoval, Chief of Staff

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Jon Sandoval has been chief of staff for the Idaho DEQ since 1998. Additionally, Sandoval directs DEQ's Administrative Services. Mr. Sandoval has a long history of public service and community involvement. He has participated in a number of public and private sector efforts to increase services for environmental protection, education, human rights, and economic development. Sandoval is a graduate of the University of Wyoming with degrees in Vocational Education and Business Administration. Sandoval is originally from Wyoming but has been an Idaho resident for the past 27 years.

ILLINOIS

Renee Cipriano, Director

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Renee Cipriano was reappointed by Governor Rod R. Blagojevich in January 2003 to continue as director of the Illinois EPA, the only major agency director to be retained from the previous administration. She first became director in August 2001 after previously serving for more than two years as senior advisor on Environment and Natural Resources to Governor George H. Ryan. She has been associate director and chief counsel for the Illinois EPA. Cipriano has more than 15 years of experience in environmental law and policy positions, including four years in the Environmental Control Division of the Illinois Attorney General's Office, as well as in private legal practice with the Environmental Group of the Chicago law firm of Schiff, Hardin, & Waite. She holds Bachelor's and Juris Doctor degrees from Loyola University in Chicago and serves on the Council of Regents at Loyola.

INDIANA

Thomas Easterly, Commissioner

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Thomas Easterly was appointed commissioner of the Indiana DEM on January 10, 2005. He has 30 years of experience working on environmental issues in both government and industry. Easterly was president of Environmental Business Strategies, Inc. (a consulting firm he started in 2002); manager of Environmental Planning & Improvement for NiSource (a utility holding company); and superintendent of environmental services for Bethlehem Steel's Burns Harbor Division. He has held various engineering positions with the New York State Department of Environmental Conservation. He is a professional engineer and received a BS in Electrical Engineering and an MS in Urban-Environmental Studies from Rensselaer Polytechnic Institute.

IOWA

Wayne Gieselman, Division Administrator

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Wayne Gieselman has been involved with the Department of Natural Resources from its inception, serving as a commissioner on all of the founding commissions, including the Environmental Protection Commission that still convenes today. He spent 20 years as a full-time farmer and livestock producer and more recently served for three years as the Iowa Department of Natural Resources' animal feeding operations coordinator. In his spare time, he is the proud father of three children, and is still actively involved in managing the farming operation.

KANSAS

Ronald F. Hammerschmidt, Ph.D., Director

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Ronald F. Hammerschmidt has held the position of division director since December 1995. For five years prior to that, he was the deputy director of the division. He has an undergraduate degree in chemistry from St. Mary of the Plains College, and a Ph.D. in chemistry from the University of Nebraska. He has a varied background in public health and environmental protection, including both professional laboratory experience and administrative and management experience. He has held national positions with the Association of State and Territorial Solid Waste Management Officials. Hammerschmidt is currently the past president of ECOS and previously served as vice president and secretary-treasurer.

KENTUCKY

Lloyd Cress, Commissioner

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Lloyd Cress was appointed commissioner of the Kentucky DEP in January 2004. Most recently he served as environmental director for the Kentucky Chamber of Commerce. His environmental career began in 1967 as general counsel for the Kentucky Water Pollution Control Commission, predecessor agency to the present DEP. Cress has worked as chief environmental counsel for Ashland, Inc. and as head of the Environmental Law Practice Group at the Greenebaum Doll & McDonald law firm.

LOUISIANA



Mike D. McDaniel, Secretary

Department of Environmental Quality
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Mike McDaniel was appointed secretary in February 2004. He has served as executive director of the Baton Rouge Clean Air Coalition, president of the DOE Greater Baton Rouge Clean Cities Coalition, and as a director of the Louisiana Section of the Air and Waste Management Association. McDaniel also has been a facilitator for the Baton Rouge Ozone Task Force. Prior to opening the firm of Mike D. McDaniel & Associates in January 1999, McDaniel served for more than five years as vice president for Woodward-Clyde Consultants. He has served as manager and technical director for several environmental consulting firms.

MAINE



Dawn R. Gallagher, Commissioner

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Dawn R. Gallagher was appointed commissioner on February 6, 2003. She holds a degree in Public Administration and a law degree from the University of Maine. She completed Alternative Dispute Resolution Master's work at MIT and graduated from the Kennedy School of Government, State and Local Executive program, at Harvard. Gallagher has more than 25 years in public service, working at both state and federal levels. She served for five years as the deputy commissioner for the Maine Department of Conservation. Gallagher also worked for the Maine Public Utilities Commission as an advisor on electric and water utility conservation programs and consumer advocacy. Gallagher is married.

MARYLAND



Kendl P. Philbrick, Secretary

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Governor Robert L. Ehrlich, Jr. appointed Kendl P. Philbrick secretary of the Maryland Department of the Environment on March 1, 2004. In 2003, he had assumed the duties of acting secretary. Philbrick is a former executive vice president of LMC Properties, Inc., a wholly-owned subsidiary of Lockheed Martin Corporation. Philbrick received his Bachelor's degree from the University of Richmond and his Master's in Business Administration from the University of Chicago. He resides in Fallston with his wife, Cynthia.

MASSACHUSETTS

Robert W. Golledge, Jr., Commissioner

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Robert W. Golledge, Jr. was appointed commissioner in June 2003. He holds a Bachelor of Science degree in Natural Resource Management from the University of Maine at Orono. Golledge worked at Vanasse Hangen Brustlin Inc., a national consulting firm, before being named commissioner. Golledge has held various positions at the department's Central Regional Office and the Division of Wetlands and Waterways. He has also served in leading environmental positions in the town of Dartmouth and the city of Lowell. He is married and has three children.

Arleen O'Donnell, Deputy Commissioner of Policy & Planning

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Arleen O'Donnell has been deputy commissioner since 2000. O'Donnell graduated from the University of Massachusetts at Amherst with a Bachelor's degree in Zoology and Environmental Science and from Tufts University with a Master of Science in Civil Engineering and Urban/Environmental Policy. O'Donnell's prior work history includes service as assistant commissioner in charge of the Bureau of Resource Protection and director of Education and Public Policy for the Massachusetts Audubon Society. She has also worked on regional and local environmental issues at the Metropolitan Area Planning Council in Boston and for the Towns of Braintree and Concord.

MICHIGAN

Steven E. Chester, Director

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Steven E. Chester assumed the position of director on January 1, 2003. Chester holds a Bachelor of Science degree in Criminal Justice from Michigan State University and a Juris Doctor from Wayne State University Law School. Chester was a principal at Miller, Canfield, Paddock, and Stone, P.L.C. He was the deputy director for the United States Environmental Protection Agency's Office of Criminal Enforcement in the Office of Enforcement and Compliance Assurance. Chester also served as assistant attorney general for the Environmental Protection Division of the Michigan Department of Attorney General. He and his wife, Debra, have two children, Aaron and Alison.

MINNESOTA



Sheryl Corrigan, Commissioner

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Sheryl Corrigan was appointed commissioner on December 16, 2002. She first worked at the Minnesota Pollution Control Agency after earning her Bachelor of Science in Geology at the University of Minnesota. Corrigan has worked at 3M as an environmental health and safety manager, corporate environmental operations manager, and senior environmental engineer. She also worked as an environmental planner with the Metropolitan Council, a water quality planner in Seattle, Washington, and as a senior hydrogeologist for Northern Environmental Technologies, Inc. in Minnesota. Corrigan is married with two children.

MISSISSIPPI



Charles H. Chisolm, Executive Director

Department of Environmental Quality
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Charles H. Chisolm began serving in his current position in January 2000. Chisolm has worked in the Mississippi environmental protection programs for more than 35 years. He has an Associate of Arts degree in Civil Engineering from East Mississippi Junior College, a Bachelor of Science degree in Civil Engineering, and a Master of Science in Sanitary Engineering from Mississippi State University. Chisolm was employed in several capacities at the Mississippi Air & Water Pollution Control Commission for ten years before joining the Mississippi Department of Natural Resources in 1979.

MISSOURI



Doyle Childers, Director

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Doyle Childers, director of the Missouri DNR, is a fifth generation Missourian born on the family farm near Ironton, Missouri. Childers served the 29th District in the Missouri State Senate (1997-2004), and previously, the 132nd and the 141st Districts in the Missouri House of Representatives for seven consecutive terms (1982-1996). In the Senate, he served on various panels including the Agriculture, Natural Resources, and Conservation Committee and as chairman of the Economic Development, Tourism, and Local Government Committee. A former chemistry and physics teacher, farmer, and businessman, Childers also served in the U.S. Peace Corps in Central America. He attended the College of the Ozarks with graduate work at Southwest Missouri State University and is married to Sue Goller Childers.

MONTANA



Richard Opper, Director

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Richard Opper was appointed director of the Montana Department of Environmental Quality in 2005 by Governor Brian Schweitzer. He served the previous 14 years as executive director of the Missouri River Basin Association, a river basin commission made up of representatives of eight states and the Indian tribes in the Missouri River Basin. Prior to that Opper was executive director of the Missoula-based Northern Lights Institute. He received a Bachelor's degree in Agricultural Sciences from Oklahoma State University and a Master's degree in Soil Science from Montana State University.

NEBRASKA



Michael J. Linder, Director

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Michael J. Linder was appointed director of the Nebraska Department of Environmental Quality by Governor Mike Johanns on March 9, 1999. Linder received his Bachelor of Science degree from the University of South Dakota in 1980 and his Juris Doctor degree from the University of Nebraska-Lincoln College of Law in 1983. Linder joined the NDEQ in 1986 as a staff attorney working primarily on water quality issues. In 1989, Linder became legal counsel to the agency, a position in which he served until appointed to be the director. As legal counsel, Linder handled general legal duties for the agency and served as legislative liaison with the Nebraska Unicameral.

NEVADA



Leo Drozdoff, Administrator

Division of Environmental Protection
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Leo Drozdoff was named administrator of the NDEP after 14 years with the agency. He was hired as a staff engineer and later named chief of NDEP's Bureau of Mining Regulation and Reclamation. Drozdoff also held the position of chief of Water Pollution Control until he became deputy administrator for the NDEP in 2003. He earned a Bachelor's degree in Civil Engineering from Bucknell University in Lewisburg, Pennsylvania, in 1987, and an MBA from the University of Nevada, Reno in 1996. He is a licensed professional civil engineer.

NEW HAMPSHIRE



Michael P. Nolin, Commissioner

Department of Environmental Services
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Michael P. Nolin was appointed commissioner of the Department of Environmental Services in May 2003. Nolin served as corporate vice president of Hoyle, Tanner, & Associates, a Manchester engineering consulting firm. He is also a former administrator of the Public Information & Permitting Unit of the Department of Environmental Services.

NEW JERSEY



Bradley M. Campbell, Commissioner

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Bradley M. Campbell earned his Juris Doctor from the University of Chicago Law School and his Bachelor of Arts in History from Amherst College. His work experience includes positions at University of North Carolina's Law School, associate director of the White House Council on Environmental Quality, and attorney-advisor for the U. S. Department of Justice, Environment and Natural Resources Division. In 1999, he was appointed by President Bill Clinton to work at the U.S. Environmental Protection Agency as regional administrator for the Mid-Atlantic.

NEW YORK



Denise M. Sheehan, Acting Commissioner

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Denise M. Sheehan was named acting commissioner of the New York State DEC effective February 2, 2005. Sheehan has held the positions of DEC executive deputy commissioner and assistant commissioner for administration. In addition, she served as a special assistant in the Clean Water/Clean Air Bond Act Office and at the New York State Division of the Budget. Sheehan earned a Master's degree in Public Administration from the Nelson A. Rockefeller College of Public Affairs and holds a Bachelor of Science degree in Economics and Political Science from the State University of New York College at Oneonta. She resides in Niskayuna, New York, with her husband, Michael Miller.

NORTH CAROLINA

William G. Ross, Jr., Secretary

Department of Environment & Natural Resources
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Governor Mike Easley appointed William G. Ross, Jr. as secretary of the Department of Environment and Natural Resources on January 15, 2000. Ross received a Bachelor's degree in History from Davidson College and his law degree from the University of Virginia. Ross, an attorney who specializes in environmental law, has broad civic and professional experience in a variety of land conservation and environmental protection efforts. Ross has worked previously as a partner with the Greensboro and Raleigh law firm of Brooks, Pierce, McLendon, Humphrey, & Leonard and served as legal counsel to the Department of Natural Resources and Community Development.

NORTH DAKOTA

L. David Glatt, Chief

Environmental Health Section
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On May 1, 2002, L. David Glatt began his responsibilities as chief of the Department of Health's Environmental Health Section. Glatt earned a Bachelor's degree in Biology and a Master's degree in Environmental Engineering from North Dakota State University. He joined the North Dakota Department of Health in 1983 as an environmental engineer. Since then, he has managed the Ground Water Protection Program; was assistant director for the Division of Water Quality; and served as director of the Division of Waste Management.

OHIO

Joseph P. Koncelik, Director

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Joseph P. Koncelik was appointed as director of Ohio EPA effective January 10, 2005. Prior to his appointment, Koncelik served as Ohio EPA's assistant director, chief of staff, and chief legal counsel. He began at Ohio EPA in March 1999 as deputy director for legal affairs. Prior to joining Ohio EPA, Koncelik was an assistant attorney general in the Environmental Enforcement Section at the Ohio Attorney General's Office and an associate at the Ohio law firm of Bradley & Giardini. He received a Bachelor's degree in Political Science from The Ohio State University in 1990 and a Juris Doctor from The Ohio State University College of Law in 1993.

OKLAHOMA

Steven A. Thompson, Executive Director

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Steven A. Thompson was appointed executive director in July 2002. He is a 1970 graduate of the University of Oklahoma, where he earned a degree in Business Administration. Thompson served for nine years as deputy executive director prior to his appointment as executive director. He also has held the positions of director of the Oklahoma Department of Pollution Control and assistant secretary of the environment. Thompson entered public service in 1985. Before that, he held management positions at Westinghouse Corporation and Calumet Industries, Inc. He resides with his wife, Linda, on their family farm near El Reno, Oklahoma.

OREGON

Stephanie Hallock, Director

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Stephanie Hallock was appointed director on November 6, 2000. Hallock has a Master's degree in Public Administration and a Bachelor of Arts degree in English, both from Portland State University. She has been with the Department of Environmental Quality since August 1988, having served as administrator of the Hazardous and Solid Waste Division, acting administrator of the Water Quality Division, and administrator of DEQ's Eastern Region. Hallock also served at the U.S. Environmental Protection Agency's Region 9 office in San Francisco as chief of the Policy and Grants Branch, and has worked in advertising and public relations at the Hallock/Modey Agency in Portland.

PENNSYLVANIA

Kathleen McGinty, Secretary

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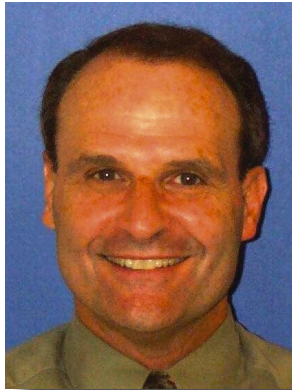


In 2003, McGinty became the first woman to head the Pennsylvania Department of Environmental Protection. McGinty earned a Chemistry degree from Saint Joseph's University and a Law degree from Columbia University School of Law. McGinty has served in various capacities in national and international public policy leadership. She chaired the White House Council on Environmental Quality; was deputy assistant to President Bill Clinton; created and headed the first-ever White House Office on Environmental Policy; and, most recently, served as vice president for asset management at Natsource LLC. She also served as director of Proton Energy Systems Inc., a leading fuel cell infrastructure company.

RHODE ISLAND

Frederick J. Vincent, Acting Director

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Frederick J. Vincent has more than 30 years of professional and management experience in municipal and state government. He joined DEM in July 1991 as associate director for policy and administration. Prior to that, from 1986 to 1991, he served as deputy director of the Rhode Island Department of Transportation. Vincent's long career in government service includes deputy chief of staff to former Governor Edward DiPrete and director of the City Plan Commission in Cranston, Rhode Island. Vincent received a Master's degree in Community Planning from the University of Rhode Island and an undergraduate degree from Ithaca College in New York. He is a former member of the American Institute of Certified Planners.

SOUTH CAROLINA

Robert W. King, Deputy Commissioner

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Robert W. King was appointed deputy commissioner in February 2004. He has a Bachelor of Science in Engineering from the University of Illinois and a Master's degree in Environmental Engineering from Clemson University. He is a licensed professional engineer. King has been with the Environmental Quality Control Department (EQC) for more than 32 years. Past positions include director of EQC's Central Midlands District; director of the Division of Domestic Wastewater; chief of the Bureau of Land and Waste Management; and, for 16 years, assistant deputy commissioner of Environmental Quality Control. King and his wife, Susan, have three children, Meredith, Evelyn, and Robert.

SOUTH DAKOTA

Steven M. Pirner, Secretary

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Steven M. Pirner was appointed secretary of the South Dakota Department of Environment and Natural Resources on June 1, 2000. Pirner began working for the department in 1979 and has held various management positions. His professional career also includes serving as a commissioned officer in the U.S. Army, working as the South Dakota state engineer for Region 8 of the U.S. Environmental Protection Agency, and working as an assistant professor at the South Dakota School of Mines & Technology. He has a Bachelor's and a Master of Science degree in Civil Engineering and is a registered professional engineer. Pirner and his wife, Mary Ann, have two sons.

TENNESSEE



Betsy L. Child, Commissioner

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Governor Phil Bredesen appointed Betsy L. Child commissioner in January 2003. Child earned her Master's degree in Education at Middle Tennessee State University. She is a former senior vice president at Covenant Health, a health care system based in Knoxville, Tennessee. She held the position of senior vice president of economic development for the Tennessee Valley Authority. Child served as director of policy development and human services for the City of Knoxville and headed alumni programs for the University of Tennessee.



Karen Stachowski, Deputy Commissioner

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Karen Stachowski joined the Commissioner's Office in August 2003 from the private law firm of Waller, Lansden, Dortch, & Davis. She received her Juris Doctor from the Cecil C. Humphreys School of Law, The University of Memphis and a Bachelor's degree in Biology from Mississippi University for Women. Stachowski served as an attorney in the Tennessee Department of Environment and Conservation's Office of General Counsel and as an assistant attorney general in the Enforcement Division of Tennessee's Office of the Attorney General.

TEXAS



Kathleen Hartnett White, Chair

Commission on Environmental Quality
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Governor Rick Perry appointed Kathleen Hartnett White as chair of the Texas Commission on Environmental Quality on October 20, 2003. Previously, she had served as commissioner since 2001. A writer and consultant on environmental law, natural resource policy, and ranching history, White received her Bachelor's and Master's degrees from Stanford University. She also studied comparative religion at Princeton University and law at Texas Tech University. White was director of Private Lands and the Environment for the National Cattlemen's Association in Washington, DC. She has served as director of the Ranching Heritage Association and was a special assistant in the White House Office of First Lady Nancy Reagan.

TEXAS (continued)



Ralph Marquez, Commissioner

Commission on Environmental Quality
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Ralph Marquez was appointed commissioner by then-Governor George W. Bush to the Texas Natural Resource Conservation Commission (now Texas Commission on Environmental Quality) on May 1, 1995, and was reappointed for a second term on February 21, 2001. He has a Bachelor's degree in Chemical Engineering from the University of Texas and a Master's degree in Future Studies from the University of Houston–Clear Lake. Marquez has served on several TCEQ advisory committees and task forces. He is a registered professional engineer and has been a vice chair of the Texas Chemical Council environmental committee. Previously, Marquez worked for the Monsanto Company.

UTAH



Dianne Nielson, Executive Director

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Dr. Dianne Nielson began serving as executive director in 1993. She has served as director of the Utah Division of Oil, Gas, and Mining; on the Utah Board of Oil, Gas, and Mining; and as senior economic geologist with the Utah Geological Survey. She also conducted energy and mineral exploration with private industry. Dr. Nielson earned her Ph.D. and Master's of Arts in Geology from Dartmouth College and Bachelor of Arts from Beloit College.

William Sinclair, Deputy Director

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William Sinclair was appointed to the position of deputy director in July 2003. Sinclair began his career with the state of Utah 24 years ago as an environmental scientist in the Bureau of General Sanitation at the Utah DOH. He transferred to the Bureau of Solid and Hazardous Waste in 1982 to do compliance and permitting work. In 1985, he became the solid waste permits section manager, and then in 1990, the hazardous waste branch manager in DEQ's Division of Solid and Hazardous Waste. He was appointed director of the Utah Division of Radiation Control in 1993. Prior to his state experience, Sinclair served in the U.S. Air Force and worked in the area of environmental sanitation. He holds both Bachelor's and Master's degrees in environmental health from East Tennessee State University.

UTAH (continued)



Leah Ann Lamb, Director
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Leah Ann Lamb has worked with the DEQ since 1991. She earned her Bachelor of Science in Natural Resources and Master of Science in Water Resources Management from the University of Michigan, Ann Arbor. Previously, she worked as an environmental scientist coordinating water education programs and NEPA compliance for SRF wastewater projects. She also managed drinking water, wastewater, and clean lakes construction projects as the water quality director for the Southeastern Utah Association of Local Governments and worked in the wetlands regulatory program for the Detroit District of the Army Corps of Engineers.

VERMONT



Jeffrey Wennberg, Commissioner
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Agency of Natural Resources
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Jeffrey Wennberg was appointed commissioner in January 2003 and started with the Department in February 2003. He holds degrees in Physics and Management from Clarkson University. Wennberg served as district manager of the Rutland County Solid Waste District. He was elected Mayor of the City of Rutland, Vermont, in 1987 and served for 12 years. Prior to being elected mayor, Wennberg was manager and co-owner of an alternative energy consulting and contracting business, and an aide to a Vermont congressman. He resides in Rutland with his wife, Nancy, and their two children, Jillian and Ethan.

VIRGINIA



David K. Paylor, Deputy Secretary of Natural Resources
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David K. Paylor was appointed deputy secretary of natural resources in January 2002 by Governor Mark Warner. Prior to his current position, Paylor was the director of operations for the Department of Environmental Quality. Paylor's career began in 1973 with the State Water Control Board. He first served as a field biologist and has held a variety of positions since then as an aquatic ecologist, water resources manager, and director of petroleum programs, as well as other management positions. Paylor was graduated *cum laude* from Duke University with a Bachelor of Science in Zoology and received his Master of Science in Fisheries Science from Oregon State. He has a wife, Lesa, and two children, Kelsey and Grant.

VIRGINIA (continued)



Robert G. Burnley, Director
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Robert G. Burnley was appointed water division director in 1993 and in 1994 became director of Program Support and Evaluation. Burnley received a Bachelor of Science in Biology from Virginia Commonwealth University and did postgraduate work in environmental engineering at Virginia Tech. Burnley worked for the Virginia State Water Control Board for several years, holding various technical and management positions. In 1990, he joined the engineering firm Olver Inc. as associate director of environmental programs. He rejoined state government in 1991 as deputy executive director of the State Water Control Board. He and his wife, Georgia, have two adult children and one grandchild.

WASHINGTON



Jay Manning, Director
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Jay Manning was appointed by Governor Christine Gregoire in February 2005 as the state's director of the Department of Ecology. He previously spent six years in private law practice, most recently as the managing partner in one of the Pacific Northwest's leading environmental law firms, Brown, Reavis & Manning PLLC. Prior to that, Manning served 15 years as an assistant attorney general in Washington State, where he was counsel to Ecology's director. He received his Bachelor's degree in Political Science from Eastern Washington University in 1980 and his law degree from the University of Oregon in 1983. Manning grew up in Port Orchard, Washington, and now lives in Olympia with his wife, Lorraine. They have three children.

WEST VIRGINIA



Stephanie R. Timmermeyer, Cabinet Secretary
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Stephanie R. Timmermeyer was named acting cabinet secretary on January 17, 2003, and appointed cabinet secretary by Governor Wise on March 24, 2003, after having served more than a year as the Department of Environmental Protection's Division of Air Quality director. Timmermeyer graduated from West Virginia University in 1990 with a Bachelor of Science degree in Forestry. She received a Master of Science degree in Environmental Science from Marshall University and a law degree from the West Virginia University College of Law. Timmermeyer has worked briefly as an attorney in Charleston, West Virginia; as a forester for a public utility; and as an environmental consultant.

WISCONSIN



P. Scott Hassett, Secretary

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P. Scott Hassett was appointed by Governor Jim Doyle and began his duties on January 6, 2003. He earned a Bachelor's degree in Journalism from the University of Wisconsin–Oshkosh and received a law degree from Rutgers University. Prior to becoming secretary, Hassett worked at the law firm of Lawton & Cates, S.C. as partner and attorney. Hassett has served as chair and a member of the Board of Directors of the Natural Resources Foundation of Wisconsin. He is also a former managing editor at the *Jefferson Banner* in Jefferson, WI. He and his wife, Chris, live in Madison and have a daughter and a son.

Mary Jo Kopecky, Deputy Administrator

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Mary Jo Kopecky was appointed deputy administrator of the Air and Waste Division in July 1997. Kopecky has been with the Department for 32 years. Her previous duties included: director, Wastewater Management; chief, Air Quality Planning; chief, State Revolving Fund; and department quality assurance coordinator. She also worked as a research analyst at the University of Wisconsin in the area of mercury toxicity in avian species. Kopecky has a Bachelor of Science in Chemistry from St. John's University, New York, and a Master's in Analytical Chemistry from the University of Wisconsin–Madison.

WYOMING

John V. Corra, Director

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John V. Corra was appointed director of the Department of Environmental Quality by Governor Dave Freudenthal and confirmed by the State Senate in March 2003. Corra's educational background is in engineering, with additional education in manufacturing management and organizational design. He has spent much of his professional life in the mineral and chemical industries, having served in various executive capacities. Corra has served on numerous governing boards of public and community service organizations as well as official state committees and organizations.

History of General Membership Meetings

Note: Officers are elected at the ECOS Annual Meeting each fall and serve until the following meeting. In addition to the Annual Meeting, general membership meetings were held in 1995 and 1996 in conjunction with the United States Environmental Protection Agency's All States Meetings in Reston, Virginia, and in Washington, DC, respectively. In 1997, ECOS held its first Spring Meeting separate from the All States Meeting, which is no longer held.

<p>2005 Spring Meeting Washington, DC, April 10-12, 2005</p> <p>2005 Annual Meeting Kennebunkport, Maine, September 6-9, 2005</p>	<p>2006 Spring Meeting New Orleans, Louisiana, Dates TBD</p> <p>2006 Annual Meeting Portland, Oregon, August 26-29, 2006</p>
<p>2003 Spring Meeting Washington Court Hotel, Washington, DC</p> <p>2003 Annual Meeting Marriott City Center, Salt Lake City, Utah</p> <p>President: Chris Jones of Ohio Vice President: Stephanie Timmermeyer of West Virginia; Robert Huston of Texas Secretary–Treasurer: Steve Thompson of Oklahoma Past President: Ron Hammerschmidt of Kansas Executive Director: R. Steven Brown</p>	<p>2004 Spring Meeting Arlington Hotel, Hot Springs, Arkansas</p> <p>2004 Annual Meeting Renaissance Hotel, Oklahoma City, Oklahoma</p> <p>President: Chris Jones of Ohio Vice President: Steve Thompson of Oklahoma Secretary–Treasurer: Stephanie Hallock of Oregon Past President: Ron Hammerschmidt of Kansas Executive Director: R. Steven Brown</p>
<p>2001 Spring Meeting Safety Harbor Resort and Spa, Clearwater, Florida</p> <p>2001 Annual Meeting Hilton Hawaiian Village, Honolulu, Hawaii</p> <p>President: Ron Hammerschmidt of Kansas Vice President: Dennis Hemmer of Wyoming Secretary–Treasurer: Karen Studders of Minnesota Past President: George Meyer of Wisconsin Executive Director: Robert E. Roberts</p>	<p>2002 Spring Meeting Manona Terrace Convention Center, Madison, WI</p> <p>2002 Annual Meeting La Mansion del Rio, San Antonio, Texas</p> <p>President: Dennis Hemmer of Wyoming Vice President: Karen Studders of Minnesota Secretary–Treasurer: Chris Jones of Ohio Past President: Ron Hammerschmidt of Kansas Executive Director: R. Steven Brown</p>
<p>1999 Spring Meeting Mills House Hotel, Charleston, South Carolina</p> <p>1999 Annual Meeting Jackson Lake Lodge, Jackson Hole, Wyoming</p> <p>President: Lewis Shaw of South Carolina Vice President: George Meyer of Wisconsin Secretary–Treasurer: Ron Hammerschmidt of Kansas Past President: Bob Varney of New Hampshire Executive Director: Robert E. Roberts</p>	<p>2000 Spring Meeting The Marriott, Philadelphia, Pennsylvania</p> <p>2000 Annual Meeting Westin Alyeska Prince, Girdwood, Alaska</p> <p>President: George Meyer of Wisconsin Vice President: Ron Hammerschmidt of Kansas Secretary–Treasurer: Dennis Hemmer of Wyoming Past President: Lewis Shaw of South Carolina Executive Director: Robert E. Roberts</p>
<p>1997 Spring Meeting Carefree Inn, Carefree, Arizona</p> <p>1997 Annual Meeting Radisson Hotel, Burlington, Vermont</p> <p>President: Bob Shinn of New Jersey Vice President: Bob Varney of New Hampshire Secretary–Treasurer: Lewis Shaw of South Carolina Past President: Harold Reheis of Georgia Executive Director: Robert E. Roberts</p>	<p>1998 Spring Meeting Chateau Sonesta, New Orleans, Louisiana</p> <p>1998 Annual Meeting Coeur d'Alene Resort, Coeur d'Alene, Idaho</p> <p>President: Bob Varney of New Hampshire Vice President: Lewis Shaw of South Carolina Secretary–Treasurer: George Meyer of Wisconsin Past President: Bob Shinn of New Jersey Executive Director: Robert E. Roberts</p>
<p>1995: Hyatt Regency, Savannah, Georgia</p> <p>President: Mary Gade of Illinois Vice President: Harold Reheis of Georgia Secretary–Treasurer: Bob Shinn of New Jersey Past President: Tom Looby of Colorado Executive Director: Robert E. Roberts</p>	<p>1996: Renaissance Hotel, Seattle, Washington</p> <p>President: Harold Reheis of Georgia Vice President: Bob Shinn of New Jersey Secretary–Treasurer: Bob Varney of New Hampshire Past President: Mary Gade of Illinois Executive Director: Robert E. Roberts</p>
<p>1993: Phoenix, Arizona Founding Meeting</p> <p>President: Kathy Prosser of Indiana Vice President: Tom Looby of Colorado Secretary–Treasurer: Mary Gade of Illinois Past President: Robert E. Roberts of South Dakota Staff: R. Steven Brown, Council of State Governments</p>	<p>1994: Keystone Center, Keystone, Colorado</p> <p>President: Tom Looby of Colorado Vice President: Mary Gade of Illinois Secretary–Treasurer: Harold Reheis of Georgia Past President: Kathy Prosser of Indiana</p>



E C O S

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