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EPA'S COLLABORATION NETWORK NEWS



"Public Involvement brings the pieces together"

Summer 2007

Welcome! We hope you are staying cool despite the heat. Thank you for continuing to read this newsletter, sharing it with your respective networks and contacting us with new ideas and articles.

It's the same newsletter with a new name. It's changed to embrace an even wider array of practices and practitioners.

In this, the seventh issue of EPA's Public Involvement Network News, we cover a range of new resources and meetings, analyses of critical issues and lessons learned from remarkable folks in the field.

We hope *Network News* helps you carry out your vital work as effectively as possible, so please tell us what kinds of articles and information would make the newsletter work for you. We also want this to be a forum where practitioners can share their experience and knowledge with each other. Please send us your ideas about what you can share, or what you would like to learn from others – or better yet, just send a draft article to bonner.patricia@epa.gov. [To be added to or deleted from the distribution list, please use the same e-mail.]

In This Issue

- **New EPA Collaboration Awards** highlights lessons learned by honorees of EPA's new national award. The Spring Valley Superfund Site's project manager and the Route 66 project team model the common practice of an uncommon theory: collaboration.
- **William D. Ruckelshaus Center** is a new resource in and for Washington State, a partnership of two universities, formed to assist in conflict management and collaborative problem solving.
- **Taking Environmental Protection to the Next Level** offers findings and recommendations from the National Academy of Public Administration (NAPA) to strengthen EPA's partnering capacity.
- **Democratic Technologies**, the Final Report of the Nanotechnology Engagement Group," documents the learning from a series of groundbreaking

attempts to involve members of the public in discussions about the development and governance of nanotechnologies.

What's New!

- **Web 2.0 Choosing Social Media** offers new resources to reach young and techno-savvy audiences. Explore and choose social media: blogs, webcasts and RSS feeds that work for your project.
- **New Case Foundation Grants** - The Case Foundation's new "Make It Your Own" program offers the public a chance to vote online for new grantees. The program will help grass roots leaders solve community problems through dialogue and deliberation
- **Network NewsNow Online!** As of July 23, 2007, you can find full issues or individual articles from all seven issues of PI Network Newsletter on EPA's website. Check <http://www.epa.gov/publicinvolvement/networknews> .
- **Earth Portal** is a comprehensive, free and dynamic online resource for timely, objective, science-based information about the environment built by a global community of environmental experts.
- **Out of the Shadows: The Management of Regulation Development** – IBM's Center for the Business of Government released this report with key findings and recommendations for Congress, OMB, OPM, agencies and academia.

Featured Upcoming Events

Best Practices in Regulatory Development

21-22 August, 2007 Washington, DC

Registration is now open for "Best Practices in Regulatory Development." This is a conference aimed at allowing rule writers, lawyers, and regulatory policy experts to share what works well in their regulatory development process and how their lessons learned could apply to other agencies.

Registration is free and available here: <http://www.epa.gov/opei/regconf/index.html>

A draft agenda is available at the link below. The agenda will be updated periodically as speakers and sessions are finalized. Please check back regularly and remember that the agenda is subject to change. This agenda, current as of June 22, 2007, can be found here: http://www.epa.gov/opei/regconf/docs/RegDevConf_DraftAgenda_2007.06.22.pdf (2 pp, 143K, [About PDF](#))

Please send any questions or comments on the evolving agenda to Tracey Westfield [Westfield.tracey@epa.gov] via the contact information below. Send questions about registration to Debra Kemp (Debra_Kemp@abtassoc.com, 301.347.5396) of Abt Associates.

Dialogue, Deliberation, and Public Engagement Graduate Certificate Program

17 August 2007 – 15 January 2008 Fielding University

Fielding is offering its fourth e certificate course, and this is the second year of offering the program in partnership with the [University of Sydney, Australia](#). The program focuses on recent innovations in dialogue, deliberation, and public engagement, and features faculty who have played key roles in developing these approaches. It strives for the development of "virtuosity" in our practice of dialogue and deliberation.

An informational teleconference between potential participants and faculty will be available 24 hours a day until August 10. To access the recording, email nlewin@fielding.edu [Project Manager, Academic Resources, Fielding Graduate University, 2112 Santa Barbara Street, Santa Barbara, CA 93105-3538, Toll-free: 800.340.1099 ext. 4015]

Designed and delivered in collaboration with [The International Institute for Sustained Dialogue](#), [the Kettering Foundation](#), and the [Public Dialogue Consortium](#), it features a core faculty of scholar-practitioners, including Hal Saunders, Barnett Pearce, Phil Stewart, Keith Melville, Jan Elliott, and Lyn Carson. It also features guests in Phone Dialogues who are widely recognized scholars and innovative practitioners. Previous programs featured guests including Carolyn Lukensmeyer, Juanita Brown, Martha McCoy, Bob Stains, Shawn Spano, Frank Barrett, Joe Peters, Janette Hartz-Karp and Jim Fishkin.

Students learn with others from different cultural backgrounds and different countries. Participants from Canada, United States, Australia, New Zealand, Singapore and other countries have learned together online, on the phone and participated in face-to-face workshops in either the US or Australia.

Read about the Program @ <http://www.fielding.edu/hod/ce/dialog/index.html>

National Environmental Policy Act (NEPA) in Indian Country

25-26 September 2007 Denver, CO

The International Institute for Indigenous Resource Management announces a **Workshop on the National Environmental Policy Act (NEPA) in Indian Country**. The workshop is designed for tribal council members, attorneys, natural resources management specialists and environmental protection professionals and federal agency and private sector personnel working in Indian Country. It will be held 25-26 September 2007, at the Radisson Hotel Stapleton Plaza -3333 Quebec Street, Denver, CO 80207. See: <http://tinyurl.com/ytkuus> for the workshop agenda and registration information.

The Latest on the C2D2 November Vancouver Conference

"Facing Complex Issues Together" is the theme for the Canadian Community for Dialogue and Deliberation's 2007 Conference being held in Vancouver, November 12-14. Finding new paths to citizen engagement, working through complex issues to find sustainable futures and considering the media's role in community building are just some of the topics of this year's conference.

Early Bird Registration ends August 10th. Visit the website, www.c2d2.ca and follow the links to register for the conference. By registering online now, you can save \$ 100!! Find out about our group rates and scholarship opportunities, and check out the conference program-at-a-glance.

The call for program contributions has been extended to August 10th. The conference will offer a mix of plenary sessions, community conversations, concurrent sessions, poster sessions and post-conference training. If you have a story to tell and engaging methods to share that map your challenges and successes in bringing diverse people and interests together toward solutions, submit your contributor proposal. Check the details on the www.c2d2.ca website.

New Resources

- **EPA Public Involvement Network Newsletter Now Online for Your Convenience** All seven issues of EPA's Public Involvement Network Newsletter (including this one) are now available online for your convenience. You can download full issues as PDFs or view individual articles as HTML files. Please let us know any suggestions you may have about this new feature of EPA's public involvement website. Send your comments to Pat Bonner at bonner.patricia@epa.gov or visit <http://www.epa.gov/publicinvolvement>
- **Citizens at the Center: A New Approach to Civic Engagement** is a new report commissioned by the Case Foundation and written by Dr. Cynthia Gibson. The report can be downloaded for free @ http://www.casefoundation.org/spotlight/civic_engagement/summary?source=press&eventSpotlight=04012007

Based on interviews with researchers and experts in service/civic engagement, politics, and marketing, the 31-page report maintains that "getting citizens involved in the civic life of their communities must begin with citizens themselves." The report offers the following recommendations for "giving citizens the tools they need to identify problems and develop solutions."

- Shift the focus (give people opportunities to define and solve problems themselves)
- Start young
- Involve all community institutions
- Use technology to create a new kind of "public commons"
- Explore and create new mechanisms
- Conduct rigorous research about what works and why
- Encourage more funding for these approaches
- Help communities move from deliberation to action

- **Community-Campus Partnerships for Health (CCPH) Theme Section of the Journal of Higher Education Outreach and Engagement** The latest issue of the journal features 4 papers based on presentations made at the 9th Annual Community-Campus Public Health Conference:

1. Engaging a University in Self-Assessment and Strategic Planning to Build Partnership Capacity: the UCSF Experience
2. How to Avoid Stumbling While “Walking the Talk”: Supporting the Promise of Authentic Partnerships
3. The Community Impact Statement: A Prenuptial Agreement for Community-Campus Partnerships
4. Community-University Research Partnerships: Devising a Model for Ethical Engagement

To download and read the articles in the CCPH theme section, go to this link <http://depts.washington.edu/ccph/pastpresentations.html#ninthconf> and find: “The Volume 11, Number 2 issue of the [Journal of Higher Education Outreach and Engagement](http://depts.washington.edu/ccph/pdf_files/HealthConfJHEOE.pdf) which features a special section of 4 papers based on presentations at the conference. The special section is available at: http://depts.washington.edu/ccph/pdf_files/HealthConfJHEOE.pdf (73pp)

- “**The Focus-Grouped Park,**” an article by Jon Weinbach of the Wall Street Journal, points to an area ready for collaborative approaches. Cities all over the US are building parks like they have not in 100 years.

What do people want to have available in those new parks is the controversial question. Weinbach observes “...even grass and trees can be complicated. Citizens and planners across the country are getting tied up in a larger debate about what a park should be -- one that often pits people who believe in peace and quiet and the soulful contemplation of nature against those who prefer zip lines, Frisbee golf and hang-gliding.” Click here to view the article: <http://online.wsj.com/article/SB118307543875952266.html>

Featured Articles

New EPA Collaboration Awards

Honoring the Uncommon Practice of a Common Theory
Leanne Nurse

A critical element for any effective collaboration program includes recognizing and rewarding outstanding work. This article reviews some lessons learned from winners of EPA's new national Collaboration Award. For the first time in more than ten years, EPA considered adding a new award to its national lineup. The development of this award, which took place over more than two years, highlights the increasing importance of collaboration in meeting environmental goals.

Spring Valley – Back Yard Mustard Gas

Some people may envision collaboration as political insiders conducting secret negotiations behind closed doors. Steve Hirsch takes collaboration very personally. EPA's new national Collaboration Award honors Steve, a remedial project manager in EPA's mid-Atlantic region, and how he went above and beyond the call of duty.

Spring Valley. Mustard gas, Lewisite, arsenic. Hidden stashes of chemicals buried who-knew-where on the fence line between a major university and some of Washington, DC's highest priced properties. This is the stuff of which nightmares are made. Steve pulled elegantly simple solutions out of air thick with fear and acrimony using a variety of collaborative methods.

Hirsh's work proves how collaborative methods can increase the effectiveness of organizations like EPA:

- Science-based organizations which may have answers to complex problems still need to build public trust to get their solutions implemented
- Where fear reigns supreme, all parties need to be on board to find effective answers
- Hirsh "crafted the forum to the fuss": sometimes big, noisy meetings were needed; at other times, a single home visit sufficed
- Despite layers of decision-making in one or many organizations, one person can make the difference
- When affected communities, agencies and local politicians seem to have conflicting interests, using collaborative approaches can point the way to common ground
- Working together to craft simple solutions makes it easier to own the answers
- This work serves as a great model for similar situations
- It is ripe for further analysis and evaluation by both theorists and practitioners

Route 66 – Reviving “America’s Main Street”

By the time the Rolling Stones sang Bobby Troup's "(Get Your Kicks on) Route 66," this western road had served as a beacon of fast-moving freedom for more than three generations of drivers. Eventually, a four-lane highway replaced Route 66. The original road's troubled legacy – abandoned gas stations, leaking underground storage tanks (USTs) and the shells of old motels – dimmed the former luster of small towns along the way.

EPA's new, national Collaboration Award honors a team from EPA's western regional office. These collaborative cleanup experts invested more than two years to meet the long-standing challenges of Route 66 communities.

The team initially targeted USTs in places which had once boomed with new traffic, tourists and businesses. They went on to convene many different community, government and business stakeholders and helped find ways to revitalize several of the small towns along was once "America's Main Street." These are some of the lessons about collaboration we can learn from the Route 66 team:

- Taking a long view of a long-standing problem opens the door to new solutions
- Establishing ongoing dialogue with affected communities builds trust for future work
- By convening, and not always leading stakeholders, EPA and other government and non-governmental organizations can ease the way for new community collaboration capacity

- By working with other government units, businesses and existing community groups, the team found even more people to share the work
- By developing a common information base (the opportunities report which listed potential cleanup and redevelopment resources), the team made it easier for more people to participate
- This team's work serves as a model for similar teams in other EPA regional offices which are continuing work along other stretches of the former Route 66
- Using the good will developed from the initial environmental work, the team helped communities face both economic and public health issues
- The project's foundation in a mainline state environmental program with an ability to get things done (clean up tanks sites) was paramount. If ADEQ hadn't been in the community doing the UST work, the partnership could not have happened in any meaningful way.
- A unifying theme or concept that captures the imagination does wonders. The Route 66 theme garners a lot of attention on its own.

By establishing this new award, EPA continues its leadership in collaborative problem solving and innovative public involvement work. The editors also thank the honorees for their assistance in developing this article. The official narratives for both the individual and team collaboration awards follow:

Steve Hirsh

Complex collaboration is an understatement that describes the relationship that Senior RPM Steve Hirsh forges between EPA, other governmental agencies, and, most importantly, the public in addressing the complex and typically massive clean-up operations at federal sites, including those listed on the National Priorities List. No one has proven to be more skillful at managing this politically-charged task than Steve, who in the past 20 years of working on those cleanups requiring EPA oversight has illustrated that only through close collaboration and methodological steps to consensus building could all the stakeholders (federal, state, community members) involved reach cleanup and reuse solutions while avoiding time and resource-consuming, politically charged disputes with other governmental agencies, the military and the public.

Steve is the Remedial Project Manager overseeing the clean-up at the Spring Valley Formerly Used Defense Site in the Washington, DC area. This site encompasses over 650 acres where 1,400 highly priced private homes and commercial properties, the South Korean embassy and several others, American University, and Wesley Seminary reside. Arsenic contaminated soils, buried chemical munitions, chemical warfare debris, potentially extensive groundwater contamination and high political interest makes this one of the largest and most complex sites in the nation. When Steve took over the site, the public's mistrust of the Army was so severe it had become the primary obstacle in the clean-up effort's progress.

Nothing better illustrates Steve's commitment and skill in applying a collaborative approach to cleanup than one of Steve's colleagues working on the cleanup of the site. According to Mr. Gary Schilling, Army Corps of Engineers, ***"The job turned around when Steve came on board."*** This, it is compelling to note, is a common sentiment at many of the sites at which Steve works with others while representing EPA.

Upon being assigned Spring Valley, Steve immediately focused first on building the public's trust. Despite the size and complexity of the site, Steve took the time to reach out to each and every individual who was worried that the contamination had affected their health.

In what is just one case among many that illustrate his skill and sensitivity in building trust, Steve met with a resident concerned about the health of his seven-year-old son. When Steve learned that the son's pet mouse died mysteriously, he had a veterinarian from the University of Pennsylvania meet with the family and perform an autopsy and hair analysis to determine if there was arsenic contamination in the house. His actions not only reassured the family that they were safe, but more importantly, they demonstrated to the community that EPA was serious about its commitment to do everything possible to protect them.

According to members of the Army Corps of Engineers and other team members on the cleanup, Steve's concurrence on the clean-up efforts is now like a safety blanket to the community, saying, ***"if Steve at the EPA says it's okay, then it's okay."***

Once Steve addressed the lack of trust that had plagued Spring Valley in recent history, time and resources were then able to be dedicated to addressing the site's numerous environmental issues. Working with the Army Corps, Steve has skillfully encouraged a holistic approach to minimizing the impact of environmental issues on the community. He has done so by exploring alternative, less invasive clean-up options for the residents.

For example, when he learned that residents at the Spring Valley site were at risk of losing their beautiful, centuries-old trees that contributed to the neighborhood's historic grandeur, he worked closely with his Army Corps partners to apply an innovative technique to cleanup.

With the blessing of local citizens, the cleanup team planted a special species of fern that has been proven to remove arsenic in the soil through their root system to clean up the contamination while avoiding having to destroy the trees around which the contamination is present. Not only did this action save dozens of irreplaceable trees, but they again demonstrated that he- and EPA- believe that through collaboration and innovation, the preservation of the character of neighborhood could be a tool in- and not a hindrance to- protecting human health. His ability to think 'out of the box' once again exemplified how this Senior Project Manager is a steward of the environmental in the true sense of this term.

Steve's attention to detail is complemented by his ability to keep the big picture at the forefront of his decisions. When Steve first came to Spring Valley, he realized that by law, the Army's focus is confined to the contamination at the Spring Valley site. However, experience at other federal munitions sites led him to believe that there should be a wider concern for potential perchlorate contamination in the ground water. Perchlorate is dangerous even in small amounts, particularly for children. He believed that the District's drinking water supply could be at risk so he proactively moved to convince the stakeholders as well as the Region's Water Protection Division that groundwater sampling and sampling of the Potomac was a necessity, despite the lack of any legal responsibility to do so

. Again, his environmental stewardship, coupled with a fine-tuned ability to keep all parties working together to achieve a common goal, ensured that through further testing, perchlorate was indeed detected in the groundwater, the Potomac River and at low levels in the drinking water. The District currently is investigating its impact on their water supply system. Steve's work at Spring Valley is perhaps best summarized by Jim Jones, Deputy District Engineer of the Baltimore COE, "his honest and direct approach has been a major factor in developing trust with the Spring Valley community and the Partnership. And while he serves as an active collaborative partner he also provides leadership in an environment of complex and politically sensitive challenges.

Steve Hirsh personifies what people expect in the form of a dedicated, professional public servant". Steve applies this vision at all of his sites. He was instrumental in creating a step-by-step formalized partnering process that has led to a streamlined process for removing obstacles, resolving disagreements and dividing resources among the Air Force and State and County governments at the lowest possible management level. By formally applying this new process he has been able to forge a strong collaborative relationship, which ultimately resulted with his facilitated the signing of a Memorandum of Agreement by all parties.

Steve's leadership in this process at this site has, according to the Air Force, saved \$36M in additional clean-up costs. This is a feat almost unheard of at complex military sites such as Andrews Air Force Base. His efforts in working closely with the Air Force and local government at the Andrews Air Force Base Superfund are now ***a national model for clean-up efforts at federal and military sites on the National Priorities List.***

The results of Steve's work spirit, his drive to succeed and belief in collaborative processes have spread throughout the program and R3 and is reflected in the dramatically increased number of signed and implemented remedies; enforcement agreements at almost every R3 federal site, and countless savings in resources and dollars by avoiding formal dispute resolution... not to mention how his methodology in reaching consensus is now considered the nationally endorsed business practice at such cleanups.

Route 66 Team

The Route 66 Team demonstrated outstanding leadership, initiative, and commitment to collaboration in the development of the new and unique Route 66 Partnership. In its first year, the Partnership effectively utilized support from EPA Region 9, Headquarters, and several state, local, and federal partners to assist small communities on Route 66 in Arizona to clean up and assess leaking underground storage tank (LUST) and abandoned tank sites. Furthermore, the partnership helped these communities explore opportunities to redevelop and/or historically preserve sites that have been addressed and are now ready for reuse. As a result of the Route 66 Team's efforts, the communities involved in the project have taken the initiative to employ tools and resources highlighted by the Route 66 Partnership to turn environmental challenges into success stories. In addition, thanks to extensive outreach, other regions and states have developed similar programs based on Region 9's successful model, tools, and resources developed.

For years, leaking underground storage tank sites and abandoned gas stations on Route 66 have posed environmental and economic challenges for communities, especially small and rural towns. During Route 66's heyday (1926 to 1970), the economies of these towns swelled with business from Route 66 travelers, and new gas stations opened to meet increasing fuel needs. Unfortunately, leaks and spills from underground storage tanks at these gas stations resulted in soil, water, and groundwater pollution. After larger, four-lane interstates replaced Route 66, these communities faced economic struggles as businesses—especially gas stations—went out of business. Today, these small and rural towns must deal not only with environmental problems from past and recent leaking and abandoned tanks, but also with slow economies and abandoned sites—an unfortunate recipe for brownfields.

Since October 2005, the Route 66 Team has worked to establish a new and innovative collaboration dedicated to helping these communities solve environmental and economic problems. To help these communities address contamination from LUSTs and abandoned tanks, the Route 66 Team initiated a partnership with the Arizona Department of Environmental Quality (ADEQ). Previously, ADEQ launched a state program called the Route 66 Initiative to help Route 66 communities conduct LUST site assessments and cleanups. In the past year, the Route 66 Team has helped the state advertise and propel this program, especially in the Route 66 Partnership's target area, which includes Winslow, Joseph City, and Holbrook. Since the beginning of the partnership, 22 LUST sites (22% of open sites) have been successfully closed. In the past year, ADEQ has also doubled the number of abandoned UST sites addressed under another, similar program—the Municipal Tank Closure Program (MTCP). Most of the 35 sites addressed by the MTCP are concentrated in the Route 66 Partnership's target area.

To help these communities with brownfields redevelopment—one step beyond assessment and cleanup—the Route 66 Team worked with ADEQ and local communities to expand existing programs and pursue partnerships with other agencies and organizations. First, the team influenced ADEQ to consider redevelopment and preservation opportunities from the beginning of the project to the end, rather than focusing solely on the cleanup at hand. This approach, while entirely new for ADEQ's Tanks Division, has effectively engaged the state agency and the local communities in post-cleanup development planning.

The Route 66 Team also worked with ADEQ and local governments to identify stakeholders and partners with resources and tools to contribute to the effort. In less than a year, the team successfully attracted partners from approximately 20 local, state, and federal agencies and organizations, including the National Park Service, Small Business Administration, AZ Department of Transportation, AZ Department of Commerce, Route 66 Association of AZ, and others. In sum, these programs offer millions of dollars in potential funding (grants and loans) for activities related to brownfields cleanup, redevelopment, and historic preservation.

In January 2006, the Route 66 Team organized a two-day kickoff meeting to share information about these available resources and to discuss the challenges, options, and possible next steps for the project. Over 60 people attended, creating a network of stakeholders that included agency representatives, private industry, local press, business owners, bankers, community members, and UST and LUST site owners. Not only did the meeting provide a venue for information sharing but also illustrated the

number and range of participating agencies and partners. After decades of struggling with environmental and economic challenges, these small and rural communities could finally see that others—including state and federal government agencies—were ready and willing to work with them to find solutions.

Following the Kickoff Meeting, the Route 66 Team collaborated with partners to assemble information in a recently published report, *The Route 66 Partnership: Exploring Cleanup and Redevelopment Opportunities*. The report identifies barriers and opportunities for redevelopment, highlights ADEQ's Route 66 Initiative, and provides lessons learned and recommendations. Even more importantly, the report contains tables of tools and resources for stakeholders to use for cleanup, redevelopment, and historic preservation related activities.

The Route 66 Team continues to deliver presentations to EPA and non-EPA audiences to raise visibility for the Route 66 Partnership and to promote similar projects in other EPA Regions and states. To date, Regions 6 and 7 have proposed similar projects focused on LUST sites and abandoned gas stations on other portions of Route 66. In Region 8, the Colorado Brownfields Foundation is working with various state agencies to launch a Scenic Byways Initiative based on the Route 66 model.

In the first year of the Route 66 Partnership, the Route 66 Team focused specifically on providing Route 66 communities with tools and resources that would enable them to tackle their own environmental challenges. Since the Kickoff Meeting, the cities of Winslow and Holbrook have taken the initiative to apply for grants offered by Route 66 partners. In March, Holbrook secured a grant from the AZ Department of Commerce to conduct a business inventory along Route 66. In June, Winslow received a grant for \$96,600 from ADEQ to conduct an environmental cleanup at the "Standin' on the Corner" monument (also located on Route 66). Partnership efforts are leading to both environmental improvements and economic development.

For their leadership, innovation, commitment, and perseverance in collaborating with numerous partners to help these Route 66 communities and promote environmental protection and public health, EPA Region 9 nominated the Route 66 Team for the Award for Outstanding Leadership in Collaborative Problem Solving.

[Editor's Note: The Collaboration award evolved from Region 10's December 2003 suggestion that the Public Involvement Team consider their proposal to do a national process based on the Region's Susan M. Handley Citizen/Community Action Award that was established in September 2003.

New Case Foundation Grants

The Case Foundation has launched a new grant program called Make It Your Own. It is designed to help grassroots leaders involve their fellow citizens in dialogue, deliberation, and action on community problems.

This is one of those rare instances where a national foundation will make grants directly to local and neighborhood-level projects. It's even more unusual in that the decision-making process on who gets the grants will be made, in part, by citizens themselves

(see "Foundation Lets Public Help Award Money" in the *New York Times* at <http://www.nytimes.com/2007/06/26/us/26charity.html>).

The foundation is inviting individuals, or individuals working with small, local organizations or groups, to apply for grant awards that will range from \$10,000 to \$35,000. The projects must "imagine and implement innovative ideas and solutions that lay the groundwork for long-term social change."

Brief applications will be accepted online from June 26 until August 8, 2007. The top 100 applications will be selected and will receive \$200. These applicants will then be invited to pitch their ideas as a full proposal in early October, 2007. Twenty top finalists will be chosen in early November and will each receive \$10,000. Of these 20 finalists, four will be selected (through voting by the online community) to receive an additional \$25,000 to pursue their proposed projects.

Check out the details at <http://www.casefoundation.org/make-it-your-own> and quickly share this article with anyone you think would be a good candidate.

Web 2.0: Choosing Social Media

Pat Bonner

. Instead, invest your The General Services Administration – the people who designed the Firstgov - now www.USA.gov web site – has another site that may be very helpful to you if you have anything to do with the content of web pages. It's <http://www.usa.gov/webcontent/index.shtml>, "Web Content.Gov," and – as you might guess -- is very content rich. If you cannot find what you are looking for among the array of items on the home page, drop to the bottom and look at the Topics from A-Z.

If you are thinking about expanding your target audience and want to engage young people and others keen on Web 2.0, you might want to have a look at the entries on blogs, podcasts and RSS feeds:

<http://www.usa.gov/webcontent/technology/blogs.shtml>

<http://www.usa.gov/webcontent/technology/podcasting.shtml>

<http://www.usa.gov/webcontent/technology/rss.shtml>

The following are the opening words on the three links above.

"A weblog, which is usually shortened to blog, is a website where regular entries are made (such as in a journal or diary) and presented in reverse chronological order."

Podcasts are defined as "a way of publishing MP3 audio files on the Web so they can be downloaded onto computers or portable listening devices, such as iPods or other MP3 players."

"RSS stands for Really Simple Syndication (among other things). It is a web content format which, when used with an RSS aggregator, can allow you to alert users to new or exciting content on your website. These news feeds enable users to avoid the conventional methods of browsing or searching for information on websites."

The IBM Center for the Business of Government has just released another report in its E-Government series, "The Blogging Revolution: Government in the Age of Web 2.0," by

David C. Wyld [dwyld@selu.edu], of Southeastern Louisiana University. Read or download the report @ http://www.businessofgovernment.org/main/publications/grant_reports/details/index.asp?GID=288

And Jacob Neilsen, thought of by many as “the usability guru,” shares other thoughts about blogs in an article @ <http://www.useit.com/alertbox/articles-not-blogs.html>. A summary of his advice is that to demonstrate world-class expertise, avoid quickly written, shallow postings, time and thorough, value-added content that attracts paying customers .

The William D. Ruckelshaus Center

Opened on October 10, 2006, the Ruckelshaus Center is a neutral resource for collaborative problem solving. It was formed to assist in addressing hard-to-resolve social, economic and environmental issues in Washington State. The Center provides expertise to improve the quality and availability of voluntary collaborative approaches for policy development and multi-party dispute resolution.

The Center is a joint effort of Washington’s two research universities (University of Washington and Washington State University), and was developed in response to requests from community leaders.

The center provides immediate assistance to those already in conflict, as well as anticipatory assistance to those who see one coming. The center gets involved only if all significantly affected parties agree to its presence, and tries not to duplicate services already available. The center's involvement doesn't signal an imposed solution, but assistance in finding one. By working transparently, the Center increases the chances for success.

Building on the unique strengths of the two institutions, the Center is dedicated to assisting public, tribal, private, non-profit and other community leaders in their efforts to build consensus and resolve conflicts around difficult public policy issues. The Center also advances the teaching, curriculum, and research missions of the two universities by bringing real-world policy issues to the campuses.

The Center is housed jointly at the Daniel J. Evans School of Public Affairs at the University of Washington and with Washington State University Extension. It is guided by an advisory board of prominent local and state leaders representing a broad range of constituencies and geographic locations. The board is chaired by William Ruckelshaus. The Center’s mission and services were developed after consultation with over 300 Washington leaders and a careful analysis of assistance provided by conflict resolution centers across the country. The result is an array of tailored services that promote collaborative problem solving and builds working relationship to help avoid conflict in the future.

The Center is careful that it does not duplicate existing resources; instead, it fills gaps in services to the State. In meeting its mission, the Center operates in three primary areas:

- Assistance with contentious issues and program evaluation: The center can provide assistance to those already in conflict, as well as those who see a conflict brewing. Services provided by the Center include resources for collaborative problem solving; designing dispute resolution processes; and referrals to mediators and dispute resolution practitioners. The Center can also provide unbiased assessments of existing and proposed policies or programs to suggest ways for improving effectiveness, equity, acceptability and impact.
- Training to improve problem solving capabilities: The Center provides instruction in conflict resolution for people from various backgrounds. Workshops are tailored for on-the-job professionals and community members. The Center also develops materials for use in, university course instruction.
- Research, Emerging Issue Forums, and Expert Information: The Center pursues research on conflict resolution practices, incorporating *lessons learned* into the work of the Center. The Center also sponsors conferences and forums on emerging issues in the Northwest.

For additional information, contact: Rob McDaniel (WSU) 509-335-2937
mcdaniel@wsu.edu or Jon Brock (UW) 206-714-6603
jbrock@u.washington.edu. The Centers web site is
<http://www.ruckelshauscenter.wsu.edu>

Out of the Shadows: The Management of Regulation Development

Once again, the IBM Center for the Business of Government has released a report that may be of interest to public involvement practitioners. It's "Out of the Shadows: The Management of Regulation Development," and you can find it on the Center's website @ http://www.businessofgovernment.org/main/publications/grant_reports/details/index.asp?GID=288. [Note: You do not have to fill in the form that appears on your screen; you can close it and you will be on the page that enables you to download or view the report.]

On the site, the Center states in the report abstract: "Policy makers need a better understanding of how individual policy tools such as regulation operate, how to measure their performance and effectiveness, which actors participate in implementing them, and what features are necessary to ensure accountability and oversight. "

Author Cornelius M. Kerwin, Interim President of American University in Washington, DC, ckkerwin@american.edu contends that the greatest challenge facing the management of regulation development is the persistence of its obscurity.

So you don't have to download the entire report to see them, the Findings and Recommendations follow. The full report may be helpful to you.

Findings:

Participation Management Is the Most Important Function and Skill in Regulation Development The challenges associated with staffing and information acquisition highlight the importance of participation management to effective regulation and experience needed for effective engagement of internal and external stakeholders is the most important skill set for regulation development managers. Useful tools are available

in the areas of collaborative networks and public deliberation to support the participation dimension of the regulation development management.

Participation in Regulation Development Is a Key to Democratic Governance

Participation in regulation development, particularly by affected external parties, is important to the quality and integrity of governance in the United States.

Regulation Management Lacks Visibility Regulation management is a well-developed function in federal agencies that bear significant rulemaking responsibilities. As an activity that supports what is arguably one of the most important functions performed by agencies of government, regulation management has little visibility outside the community of specialists that work in the area.

Regulation Development Management Lacks Focused Attention The management of regulation development enjoys little support in the form of funding, research, technical innovation, and career development from the public management and academic communities.

Regulation Development Is Complex Regulation development has become a highly complex task requiring the coordination and management of myriad legal requirements and stakeholder expectations in an environment characterized by constrained resources and frequently intense political pressures.

Key Elements Constitute the Management of Regulation Development Numerous functions make up a fully developed system of regulation management. three of them— staffing, information acquisition, and participation— are the most important.

Staffing Patterns Challenge Project Management Staffing a major or significant regulation development process requires involvement of staff from multiple offices within a single agency or department and, due to increasingly cross-cutting issues, multiple agencies with varied missions and jurisdictions. These offices and agencies have discrete missions, jurisdictions, and professional cultures that create significant challenges for the leadership of regulation development efforts.

Regulation Development Requires Multiple Types and Sources of Critical Information The development of regulations requires the acquisition of five types of information: legal, policy, technical content impact, implementation, and compliance. this information can be secured from multiple sources, but information acquisition must be carried out with careful attention to multiple legal and bureaucratic restrictions.

Recommendations:

Recommendations for Congress

- When enacting legislation that creates new or substantially altered regulatory authorities, Congress should routinely authorize and appropriate funds sufficient to ensure effective management of regulation development by responsible agencies. Authorizing legislation should note that all deadlines imposed on agencies for development of regulations are suspended should appropriating committees fail to fund the programs for rulemaking management.

- Congress should authorize and fund a program of research to support the management of regulation development in federal agencies. the initial priorities should include development of an inventory of best practices and methodologies to determine the linkage between management practices and regulatory outputs and outcomes. To administer this program, recently authorized by the administrative Conference of the United states, it should be fully funded and directed to draw upon the scholarly and practitioner expertise in all appropriate disciplines.

Recommendations for the Office of Management and Budget

- The management of regulation development should occupy a more prominent position in major government-wide management initiatives and programs. this includes a place in the President's Management agenda initiative, pertinent goals in strategic plans mandated by the Government Performance and results act, and analytic inclusion that supports the Program assessment rating tool, or Part, program. Cross-walks between e-government and regulation development management goals should be explicit.
- When reaching agreements with agencies on major rules they will review under executive order 12,866 the office of information and regulatory affairs should require the regulation development management plan to include information on schedules, budgets, responsible personnel and participation.

Recommendations for Agencies

- Agencies should include the effective participation by internal and external stakeholders among their goals for rules under development. Specifically, these goals should focus on the building of social capital that enhances the willingness of the public to collaborate with government in the achievement of regulatory objectives.
- Departments, agencies, and commissions should review the mission, authorities, and resources of central offices that arrange or administer aspects of regulation development.

Recommendations for the Office of Personnel Management

- The office of Personnel Management, in collaboration with all federal agencies, should establish regulation development management as an area of specialization, with a career track that includes training and experience standards for each successive level of responsibility. Qualification for the senior executive service should include demonstration of competence in the major areas of regulation development management, with particular emphasis on the ability to facilitate and employ participation by internal and external stakeholders.

Recommendations for the Academic Community

- The National Association of Schools of Public Affairs and Administration

(nasPaa) should consider the inclusion of mandatory coursework in regulation development management among its accreditation criteria.

The Earth Portal

The National Council for Science and the Environment (NCSE) announced the launch of the Earth Portal (www.EarthPortal.org). Earth Portal is a comprehensive, free and dynamic resource for timely, objective, science-based information about the environment built by a global community of environmental experts: educators, physical, life, and social scientists, scholars, and professionals who have joined together to communicate to the world.

In contrast to information from anonymous sources with no quality control, the Earth Portal is created and governed by individuals and organizations that put their names behind their words and where attribution and expert-review for accuracy are fundamental.

The Earth Portal includes:

- **Encyclopedia of Earth** (www.eoearth.org) has an initial 2,300 articles from over 700 experts from 46 countries, as well as such content partners as the World Wildlife Fund and the United Nations Environment Programme. The Encyclopedia is a means for the global scientific community to come together to produce the first free, comprehensive expert-driven information resource on the environment. The Encyclopedia includes articles, e-books and reports, interactive maps, and biographies, and will eventually be published in other major languages. Environmental scholars and experts are invited to become contributors to the Encyclopedia. [Click here.](#)
- **Earth News** (www.earthportal.org/news) includes breaking news updates from many sources, with links from key words to Encyclopedia articles, enabling readers to learn about the science behind the headlines.
- **Earth Forum** (www.earthportal.org/forum) allows the public to engage in discussions with experts, ask questions and get answers, and to participate in community debates about issues that matter to them.
- **Environment in Focus** (www.earthportal.org/?page_id=70) provides an exploration of a major issue each week – energy, climate change, environmental economics and other topics – led by a prominent expert in the subject and involving articles, news, places, discussions, Q&A, interesting facts, and more.

The National Council for Science and the Environment (www.NCSEonline.org) is a not-for-profit organization dedicated to improving the scientific basis for environmental decision-making. The NCSE specializes in programs that foster collaboration among diverse institutions, communities and individuals. The NCSE serves as secretariat for a growing Environmental Information Coalition of environmental experts and organizations, which is building the Earth Portal. ManyOne Networks, an IT firm based near San Jose, California, provided the engineering and vision for the Earth Portal.

Taking Environmental Protection to the Next Level:

Partnerships Are Essential, Public Administrators Find

In a recently-released report, the National Academy of Public Administration (NAPA) offers recommendations to strengthen EPA's role as a partnering agency, accelerate progress in cleaning up impaired waters, improve performance management systems, and implement innovative approaches to environmental protection. The full report and a summary version are posted on the home page of NAPA's website at www.napawash.org.

The report also highlights challenges in meeting environmental goals where a wide array of federal, state, and local governments must work together and success depends on both regulatory and voluntary actions.

Taking Environmental Protection to the Next Level: An Assessment of the U.S. Environmental Services Delivery System is the product of a three-year study requested by the Office of Management and Budget and authorized by Congress in EPA's 2004 budget.

NAPA used an in-depth case study of Chesapeake Bay cleanup efforts and less detailed reviews of several other environmental programs to identify broader lessons for improving environmental protection efforts. To help develop its recommendations, NAPA consulted with leaders from EPA, other federal agencies, state and local governments, nonprofit organizations, and the business community.

The group's insights regarding the challenges of building effective intergovernmental and private sector networks in the water quality arena are relevant to solving other environmental problems on a regional basis and may also have value to those working to address complex problems outside the environmental arena. The logic models and analytic tools NAPA developed for this project provide a useful framework that can be adapted to other complex efforts involving multiple partners, and a mix of regulatory and voluntary tools.

NAPA Findings: Challenges in Meeting Environmental Goals

Programs to address water pollution are imbalanced. EPA's programs to address point sources of water pollution are robust and applied almost everywhere, while programs to address nonpoint sources are often experimental or optional even where they exist. Although typically unregulated, nonpoint sources can be major contributors of pollution to surface waters. Successful point and nonpoint programs are essential to achieving environmental goals.

Current partnerships to achieve "Healthy Waters" are inadequate. The Chesapeake Bay Program (CBP) partnerships (interstate, state, and sub-state) illustrate the kinds of organizational relationships needed to improve impaired waters. Success in cleaning the Chesapeake involves efforts of over 3,000 government entities, 23 federal agencies, hundreds of watershed associations and other nonprofits, thousands of farmers, millions of homeowners, and many other stakeholders. Such partnerships are

not easy to create or emulate, and it takes considerable time and money to nurture them. Even the CBP partnership mechanisms need improvement.

Resources are scarce and diminishing. An expert finance panel determined the CBP has access to only about 10 percent of the money it needs to achieve success. Financial pressures exist nationwide. The nation's 40,000 impaired waters are being cleaned up at the rate of only 250 per year; the trajectory is shaky at best.

Implementation tools are missing. While regulatory tools for cleaning up point sources are generally well used, tools needed to clean up nonpoint sources are too seldom available and applied -- causing major gaps in cleaning up impaired waters.

Management information systems lag behind the need. Data and accountability systems are based on a centralized federal-state construct, and have not yet adapted to the needs of protection efforts that involve multiple partners, such as a Healthy Waters program.

There is a sound foundation for progress. EPA now supports watershed planning, Smart Growth initiatives, multi-party collaborations, industry-based standards, and more. While these efforts are still relatively small and not yet nationwide, they do provide a base upon which to organize, empower, and fund an effective Healthy Waters initiative.

NAPA Recommendations

Strengthen EPA's role as a partnering agency for both regulatory and non-regulatory programs, and especially where voluntary actions are fundamental to success.

Establish a comprehensive "Healthy Waters Program" to clean up impaired waters nationwide, and bring nonpoint programs on a par with point source programs, and establish priorities for restoration projects in large aquatic ecosystems.

Encourage and support intergovernmental coordinating bodies needed to ensure that large aquatic ecosystem initiatives can accomplish water pollution reduction goals.

Preserve EPA's commitment to scientific research and data as the basis for policymaking and evaluation.

Build a path to more adequate and sustainable funding for environmental services by broadening the purpose and revenue sources of the State Revolving Fund, developing models and guidelines for fee-based revenue systems, providing leadership for pollution credit trading, partnering with other federal agencies, and working with Congress.

Improve access to innovation to make innovative programs more readily available to policymakers, program directors, and implementing organizations.

Enhance performance management systems by building accountability mechanisms that incorporate inputs, outputs, and outcomes from EPA's traditional partners and as well as other partners whose efforts are essential to achieving environmental results.

Evaluate the alignment of partners, tools, and coordinating mechanisms for other EPA and federal partnership programs using the analytic framework NAPA has developed.

For more information about the study, please contact Donna Fletcher, EPA Office of Congressional and Intergovernmental Relations (email: fletcher.donna@epa.gov or phone: (202) 564-7504).

Democratic Technologies

That's the title of The Final Report of the Nanotechnology Engagement Group" <http://www.involve.org.uk/negreport> [172 pages], by Karen Gavelin and Richard Wilson, both of Involve, with Robert Doubleday at Cambridge University. This report presents the findings of the Nanotechnology Engagement Group (NEG). The NEG was established in 2005 to document the learning from a series of groundbreaking attempts to involve members of the public in discussions about the development and governance of nanotechnologies.

In laboratories across the world, new scientific territory is being uncovered everyday; territory that offers groundbreaking opportunities for society, as well as new risks and unexpected challenges. Just as yesterday's science and technology has contributed to shaping today's world, these new technologies will help shape the world of tomorrow. The power of technology is clear, but its governance is not. Who or what makes these world-shaping decisions? And in whose interests are they made? These are the questions posed by a growing number of researchers, NGOs, citizens, politicians and scientists who seek to challenge the way that science and technology is governed and invent new ways to democratise the development of new technologies. This report documents the progress of six projects that have sought to do just that – by engaging the public in discussions about the governance and development of nanotechnologies.

The NEG studied six UK projects that sought to engage members of the public in dialogue about nanotechnologies. Their research found that upstream public engagement in science and technology can produce impressive results:

- It can generate valuable messages about public concerns and aspirations, or open up new lines of questioning and debate. Such messages can contribute to making science policy and research better informed and more aligned with public needs and aspirations.
- It can open up science funding and policy structures to public scrutiny and debate, thus helping to make science governance more transparent.
- It can create space for scientists and decision-makers to reflect on the wider, social implications of their work, thus helping to put science into context.
- It can give public participants new knowledge and skills to engage with science and policy issues that affect them, thus creating active citizens who are more scientifically aware.
- It can help overcome negative preconceptions and cultural barriers between scientists, members of the public, and decision-makers, which can lead to greater appreciation among members of the public for the realities of science policy and research, and to greater appreciation among scientists and decision-makers of the ability of non-scientists to contribute meaningfully to science and policy discourses.

Researchers also identified some challenges for public engagement in science and technology, including:

- Creation of meaningful connections between public engagement and institutional decision-making.
- Lack of understanding and appreciation in decision-making institutions and science communities of the different impacts and benefits that public engagement can deliver.
- Lack of capacity and interest in public engagement within decision-making institutions and science communities.
- A need to distribute the benefits and impacts of public engagement among more people.

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“Public Involvement brings the pieces together”