



# Making It Work

## Secrets Of Successful SERCs

### Put It In Writing

*Written by-laws can  
make the difference  
between organization  
and chaos.*

The 1986 Emergency Planning and Community Right-to-Know Act outlined the basics of what a SERC is and what it's supposed to do: collect and distribute Title III data, establish Local Emergency Planning Committees (LEPCs) and supervise their activities, and review local emergency plans.

Beyond these broad guidelines, though, the law left many of the specifics of carrying out Title III to the individual states. That gives each SERC the freedom to tailor its program to fit the state's own particular needs. For example, a densely populated industrial state with many chemical facilities and a great deal of rail and highway transport of hazardous materials may want to set up a different program than a rural state.

However the program is structured, it's important to have the duties and

### What's Inside....

Even though the Emergency Planning and Community Right-to-Know Act (commonly known as Title III) is a federal law, the real job of making it work takes place most often at the state and local level. Citizens' groups, local emergency responders, business people, and government officials all play a critical part in reducing the risk from chemicals in the community. Because all these groups don't always have the chance to talk directly to one another, EPA publishes the *Making It Work* bulletins as a forum for people in the Title III community to trade ideas and exchange information. (For more detailed discussions of some of the state activities mentioned in this publication, see the "Successful Practices in Title III Implementation" series of bulletins listed on page 11.)

In this issue, a number of State Emergency Response Commissions (SERCs) share their "secrets" about what makes a Title III program work at the state level:

- Having written by-laws that clearly establish procedures and responsibilities;
- Delegating jobs and authority to all SERC members;
- Managing and using Title III information in creative ways;
- Providing assistance to LEPCs;
- Finding a variety of sources of funding; and
- Being proactive rather than just following the letter of the law.

As it turns out, there's very little secret about most of these practices — the most important factors in creating an effective state Title III program are energy, creativity, dedication, and leadership.

authority of the SERC clearly spelled out, either through state legislation, an executive order from the governor, or some other formal means. It may seem like yet another burden of paperwork, but the alternative can be a muddle of confusion over who's responsible for what.



Before Maine enacted its own state right-to-know law in 1989, many issues came up that were difficult to settle among all the groups involved in emergency response, says David Brown of the Maine SERC. The process of writing a state law helped to focus the debate and establish clear and orderly procedures.

The first order of business was to copy and codify the requirements of the federal Title III into the state law, says Brown. "We found that this was very important in order to make compliance easier and to make things easier to understand," so that



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people wouldn't have to run to the federal documents whenever a question came up.

"Then we added the specifics that would be unique for Maine," says Brown. For example, the state law mandated that facilities develop emergency plans and conduct annual exercises, and that an environmental group be included on the SERC and on each of Maine's 16 LEPCs. It set term limits for non-permanent SERC members, with expiration dates staggered so that new members are folded in gradually.

An important part of writing by-laws for a SERC is to establish who's in charge. "It's absolutely necessary" to have a designated lead agency, says Brown. "If that position of leadership is abdicated, then the splinter groups will go off in ten different directions."

In Maine, as in many states, the SERC is headed by the state emergency management agency, but the responsibilities of other agencies — environmental protection, police, etc. — also were spelled out clearly either in the statute or in an executive order from the Governor that "fleshed out the little details," according to Brown.

Rules governing each agency's participation in the SERC should specify positions, not individuals, so that when key people leave, their replacements will know what their roles and duties are. In Maine, the commissioner of the department of public safety is required by executive order to name a state police person to sit on the SERC. But if that person can't make a meeting, the commissioner is responsible for making sure that someone else *does* attend. That way, the SERC is never without a quorum.

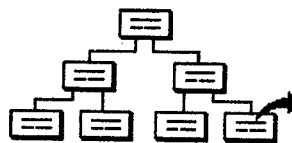
After Maine passed its state right-to-know law, the SERC then produced a "plain English" primer that put the new law into ordinary language so that LEPCs, facilities, firefighters, and other groups would be even more clear about what was required of them.

As a result, says Brown, "We've moved from feeling our way around in the dark to a situation where most of the LEPCs have conducted at least one exercise, most facilities have submitted an emergency plan for review, and 95 percent of our facilities that have hazardous materials are now registered with us." ●

## Delegate!

*The lead agency shouldn't do everything. That's what the SERC is for.*

Along with money, the resource that every state Title III program needs most desperately is manpower. Effective SERCs have learned to spread the workload around to as many people as possible so that the lead agency—the agency responsible for administering the state's Title III program—doesn't become overburdened.



"Delegation is the first logical step," says Delaware SERC representative Gordon Henderson. "You sure as heck don't want to set up a bureaucracy, even if you did have the money."

It starts with using the resources that are already on hand, beginning with the other state agencies represented on the SERC. When Title III passed in 1986, there was no additional money provided to perform its functions, says Henderson, so Delaware

divided the new responsibilities among agencies that already were doing similar jobs. The state EPA, for example, had been handling chemical release notifications from facilities, so it took on Title III's additional requirements. The public health department expanded its collection of worker-right-to-know information to include reports required under sections 311 and 312.

Once the jobs are delegated, it's important for the lead agency to coordinate all the efforts into a single coherent program. Agencies working on chemical emergency planning, for example, should be aware of who is collecting TRI (Toxic Release Inventory) data collected under section 313, which may be of value to them. Similarly, state agencies that handle risk assessment, clean air, transportation, and other programs related to Title III should be encouraged to join the SERC and add whatever help and resources they can. This is particularly important since the 1990 passage of two new laws that could affect SERC activities significantly — the Clean Air Act Amendments (CAAA) and the Hazardous Materials Transportation Uniform Safety Act (HMTUSA).

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Participation in the SERC isn't limited to government agencies, however. Each state should aim to create a balanced and active commission that represents all sectors of the community, then make sure that each of the members takes an active role. "We are demanding of our SERC members," says Ohio SERC chairman Grant Wilkinson. "If they miss two meetings in a row and don't have a good reason for it, we remove them from the commission." Wilkinson

also encourages lots of interaction in SERC meetings, not only among commission members but with the audience as well: "I don't generally let someone sit there without saying something." As a result, he says, Ohio's SERC meetings have been well-attended and productive.

"This has to be a dynamic process if it's going to work," says Joe Quinn of the Nevada SERC. "New members

should be brought in regularly — new blood, if you will." In Nevada, transportation of hazardous chemicals has become more of an issue recently, so representatives from railroads and the trucking industry are being introduced into the SERC.

One key "player" on any SERC has to be local industry, says Quinn. "The public sector cannot set itself up in automatic opposition to

the private sector — it's got to be a partnership."

The Nevada SERC has been very successful in getting real participation from its industrial members: a chemist from a local mine might give a training course, or a facility might donate use of its vehicles to haul equipment. The companies are generally happy to help, says Quinn. "The PR doesn't hurt them at all, and it's of mutual benefit. They live here, too. Their kids go to the same schools."

Including state political figures as active members of the SERC also is "critical," says Quinn. "Without that conduit to the legislative body of the state, the SERC is not going to be anywhere near as effective as it should be. If it works correctly, [the SERC] can be a tremendous force in getting needed legislation passed."

As the numbers of people involved in Title III issues grow, the SERC membership could become unwieldy. To avoid this, it may be helpful to create committees and working groups for ongoing jobs that require more attention.

### What the Law Says about SERCs

According to section 301 of the Emergency Planning and Community Right-to-Know Act (EPCRA) — also known as Title III — each State Emergency Response Commission (SERC) is required to:

- "...designate emergency planning districts in order to facilitate preparation and implementation of emergency plans."
- "...appoint local emergency planning committees [LEPCs] members...and supervise and coordinate the activities of such committees..."
- "...review the [LEPC] plan and make recommendations to the committee... necessary to ensure coordination of such plans with...plans of other [LEPCs]..."
- "...notify the Administrator of facilities subject to...[section 302]...by notifying the Administrator of:
  - 1) each notification received from a facility under subsection (c) and,
  - 2) each facility designated by the Governor or State emergency response commission..."
- "...establish procedures for receiving and processing requests from the public for information...;" and
- "Upon receipt of a request for tier II information... (from a state or local official)...request the facility owner or operator for the tier II information and make available such information to the official."

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The Maine SERC has three standing committees for dealing with training, budget, and community right-to-know issues. There are 25 members on the training committee alone, including fire fighters, police, medical emergency responders, and industry representatives. Because all these groups have their different perspectives on emergency response, the committee hashes out whatever disagreements might arise over policies and plans before making a recommendation to the overall SERC for approval or disapproval.

Short-term projects can be delegated to subcommittees. In Connecticut, the SERC formed an LEPC Advisory Task Force to develop a guidance manual giving LEPCs a basic overview of Title III requirements, along with sample emergency plans and public notices. With half its members drawn from industry and half from LEPCs, the task force was able to tackle a job that the SERC would have been unable to take on itself.

Advisory committees are another way to get much-needed help while at the same time broadening the base of support for Title III programs within the state. R. C. Dawson serves on a hazmat

response advisory committee in Virginia, one of several such groups that provide advice to the SERC in a specific area where it can use more expertise. Some advisory committees meet monthly, others less often, depending on the tasks at hand. The hazmat advisory committee involves police, firefighters, rescue officials, and others "from a variety of disciplines," says Dawson. "Once you break down the barriers and start networking, you open up a whole avenue of help."

In Ohio, a task force set up by the state legislature to conduct a one-time outside review of the SERC's activities has been helpful as a kind of reality check, says SERC chairman Grant Wilkinson. With its membership drawn from the regulated community, LEPCs, and environmental groups — no state employees allowed — the task force can assess how effectively the SERC is fulfilling its charter and recommend how its operations might be improved. Then, after the group makes its report, it simply disbands instead of leaving behind another permanent layer of bureaucracy.

When looking for resources to draw into the SERC, it's useful to think regionally. Many chemical safety issues extend across state lines and even international borders. Neighboring SERCs, the federal Regional Response Team, and EPA's regional office all can be of help. It may be a simple matter of two counties on opposite sides of a state line conducting joint safety exercises. Or it may involve cooperation on a larger scale. In Delaware, a recent LEPC regional conference drew 275 people from 13 states who were able to share ideas about solving common problems.

As with most Title III work, regional cooperation depends on people in different organizations in different states talking to each other and exchanging information about their programs.

"The job title I have of Title III 'coordinator' is pretty descriptive," says Delaware's Gordon Henderson. "What I do all day long is coordinate. I'll be on the phone to FEMA, to EPA's regional office or headquarters, to my counterpart in another state, or to one of our LEPCs. You pick up the

telephone and you talk to a lot of people."

As SERCs delegate work to more and more "helpers," the issue of legal immunity may eventually arise. Volunteers who participate on LEPCs and SERCs may become concerned that they are legally liable if an accident occurs in a facility for which they've helped to create an emergency response plan.

In order to allay these fears, states such as Arizona have passed laws that specifically grant immunity to SERC and LEPC members. Most states have some form of liability protection for individuals involved in emergency planning, or have existing laws that cover volunteers in general. In any case, the SERC may want to address this issue as it seeks to recruit people willing to carry out the work of Title III. ●

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## Information that Informs

*Collecting a mountain of data isn't your goal — understanding and using it is.*

A large part of Title III work is collecting information — about facilities, about the chemicals they handle, and about the risks these chemicals pose to the community. Managing that flood of information, and using it in creative ways, is one of the great challenges facing any SERC.

The first concern should be who's going to collect the data. Tier II forms, Form R reports, Material Safety Data Sheets, and other Title III data can all go to the same state agency or to several different ones. But if the information is scattered, it should eventually be put into a format compatible with different uses, or integrated into a single database that contains *all* Title III information in a form that everyone can use.

Pennsylvania made the decision that one-stop shopping was the best way to go, says SERC representative Jim Tinney. One agency collects all Title III information, assembles it into a statewide computer database, then sends the updated data twice a year to LEPCs, who can plug the latest

information into dBase, CAMEO (Computer-Aided Management of Emergency Operations), or other computer programs of their choice. That way, says Tinney, instead of having the data exist in different forms all over the state, "We all have up-to-date files."



One way for SERCs to get the most out of Title III data is to make LEPCs familiar with the latest computer database programs. "Information is power," says Karl Birns of the Kansas SERC, "and one way to empower the LEPCs is to support a system that gets them usable information."

The Kansas SERC makes CAMEO software — which includes databases on chemicals, facilities, and transportation, along with street maps to assist planning and response personnel — widely available to counties. The SERC provides the CAMEO software to any LEPC that wants it, along with maps and local Title III data.

Once it's up and running, the CAMEO database includes "names of the companies, contacts, what chemicals are present, where they're found, everything," says Birns. "CAMEO is a real live link to information. It's the kind of thing that takes the program out of the theoretical and makes it practical."

Aside from helping LEPCs with their emergency planning, these kinds of powerful computer programs allow the LEPC to establish "linkages" with other agencies outside the chemical safety community, says Birns. CAMEO can be useful to officials responsible for zoning and highway planning, or to health departments who can use it to track private wells and septic systems. Birns suggests that counties make CAMEO data available to road departments, water departments, and many other users so that the LEPC becomes a respected source of information.

This empowerment, he says, is probably the single most important thing a SERC can do for LEPCs. "If the LEPC is in a position to be a source of good information to

everybody, then they become a formidable force in their community, and they will accrue support. People will come to them."

The ultimate goal of community "right-to-know" laws is to get the information out to the general public, and here too, the SERC can take an active role. The first thing the Pennsylvania SERC did in this regard was to establish a citizens' reading room where the public could come in and review submitted Title III forms on paper. When computer automation became more widespread and affordable, the reading room substituted a laser-disc "Citizen's Access Workstation" for the paper files. With only a little bit of instruction, users from the general public can create their own queries and get copies of Title III reports.

People visit the reading room and make written requests, says Tinney, or "they call us on the phone, and we provide customized responses." In order to let the public know that the service is available, the SERC sends out press releases and does an annual mailing to every employer in the state. Other Title III outreach activities in Pennsylvania include seminars for

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trade groups and citizens' associations, exhibits at environmental conferences, and an electronic bulletin board carrying general information about Title III that's accessible to anyone with a computer modem.

Currently, says Tinney, the Pennsylvania SERC is working with a fire company and a private vendor to develop a way for remote users to dial directly into the state's Title III data system. Using touch-tone voice prompts, he says, "You could, in effect, order up your own fax of a site plan or a Tier II or TRI form." The system is being designed initially for emergency responders, but ultimately, he says, it could be made available to the public.

This movement to convert Title III data to more "user-friendly" formats also is underway in Hawaii, where the SERC is using grant money from EPA to install computer displays in public places such as libraries. The system would use hands-on, interactive video displays to present basic information about chemicals in the community.

In Minnesota, the SERC found that it was routinely asked for information about Title III by citizens' groups around the state. But, says SERC representative Bob Dahm, "What can you do with a bunch of handouts and a six-foot table?"

So, using grant money from EPA, the Minnesota SERC developed a portable display booth — complete with photo panels explaining how facilities use chemicals and what Title III is all about — that could be used as a traveling exhibit. Along with the booth, the SERC produced a video and printed booklets that could be handed out to the public.

The first stop on the "tour," says Dahm, was the Minnesota State Fair. After that, the booth traveled to meetings of fire chiefs, environmental conferences, citizens' groups — "anywhere we found a large enough audience." The SERC also has made the booth available to any county that wants to display it in shopping malls or other public forums.

Minnesota's other outreach efforts include developing a speaker's kit for people giving talks to citizens groups and producing public service announcements that have aired on local radio stations.

Interestingly, the SERC found that television commercials were not the best way to spread the word. "We were told by stations, 'We'll air [a public service announcement], but it will be somewhere between the 53rd episode of *I Love Lucy* and the Home Shopping Channel,'" says Dahm. "For the cost of producing something like that, we decided it wouldn't be money well spent." ●

### LEPCs: How You Can Help

*The local level is where most of the work is — and should be — done.*



If SERCs often find themselves strapped for resources, the situation can be even worse at the local level. Because LEPCs often receive very little direct financial support, says Delaware's Gordon Henderson, "You start having LEPCs run on sort of a bake-sale basis, scrounging for filing cabinets or xerox machines." The result, he says, is that "A lot of them were feeling alienated, saying, 'We're the ones who have the liability if the plant fails, but nobody's talking to us.'"

There are a number of ways a SERC can help. One way is to help LEPCs get organized by giving them guidance on writing their own by-laws. What's true for states also is true at the local level: Without written rules, the implementation of Title III can dissolve into chaos.

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The Arizona SERC discovered a simple way to be of assistance in this area. After one county in the state, Cochise, produced a good, workable set of by-laws — covering everything from where the LEPC office was located to who was responsible for public information — the SERC merely sent the Cochise by-laws around to each of the other 15 Arizona LEPCs as a model to copy or adapt to their own needs. “Why reinvent the wheel?” says Carl Funk of the Arizona SERC. Since then, half of the state’s LEPCs have adopted their own by-laws.

SERCs can help LEPCs in other ways, by running public information campaigns to draw volunteers, or by providing general guidance and relevant documents on state and federal Title III requirements.

By law each SERC also is required to conduct regular reviews of LEPC emergency plans. Here the SERC’s oversight can be of immeasurable help in making sure that local communities are building an effective Title III program.

Virginia is a good example of a state that “takes care” of its LEPCs by offering expert guidance on emergency planning. A branch within the state’s emergency management agency takes responsibility for helping LEPCs to develop their emergency plans. The branch reviews the plans, sends them back with recommendations, and conducts training courses to help LEPCs solve their problems if the plans don’t meet certain criteria. These courses are often group sessions where several LEPCs that have similar problems can compare notes. After the group session, a state representative follows up to address the individual issues in each jurisdiction.

The other important supervisory role that SERCs have is to provide guidance in creating training programs. Here again, Virginia offers an extensive program. Each year, the SERC puts on two to three contingency planning courses, along with two emergency exercise design courses, at least two conferences for public officials (which may include LEPC members), and 60 to 70 courses for hazardous materials responders.

The courses are free to all attendees and are offered at different locations around the state — because, says SERC representative Norman McTague, “It’s a heck of a lot easier to get people to drive 100 miles than 200 or 300 miles.”

As part of its LEPC outreach program, Virginia (through a grant from EPA) also has aired a full-day satellite TV program on Title III emergency planning, complete with call-in from the LEPCs. The emergency management agency also keeps four people “in the field” to help support the 114 LEPCs in the state. As a

result, says McTague, “We keep in fairly close contact all the time.”

When the SERC can’t go to the LEPCs, the LEPCs can come to the SERC. One simple way is to hold statewide meetings so that people from different jurisdictions can share ideas. Often, says Sue Vaughn of the Connecticut SERC, “There’s no other mechanism for LEPC members to get together and exchange ideas.”

Michigan has had great success with its annual LEPC conference, says SERC representative Diane Ogren. With 97 LEPCs in the state, the conference draws an attendance of some 250

### Bringing Neighbors Together

One LEPC has a problem. Another has the solution. The trouble is, they’re on opposite sides of the state and neither one is aware of what the other is doing.

That’s where the “peer exchange” grant program sponsored by EPA and the International City Management Association (ICMA) comes in. LEPCs can apply to the program to serve either as “advisors” or “recipients” of assistance. At the ICMA offices in Washington, D.C., the applications are entered into a database that matches LEPCs who have specific needs with those who offer that same expertise. The two parties get together for a workshop, compare notes and both go home a little wiser. The grants cover up to \$600 of travel costs and other basic expenses for workshop attendees.

ICMA expects to award approximately 30 of these peer exchange grants in 1992. To receive an application, write to Sarith Guerra, International City Management Association, 777 North Capitol Street NE, Suite 500, Washington DC 20002, or call (202) 962-3649.

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people each year, who hear presentations and trade information. "We don't just invite LEPC members," says Ogren. "We also invite members of hazardous materials response teams, so the planners and the responders get a chance to interact." Carl Funk of Arizona agrees that the rejuvenation that takes place at these statewide meetings justifies paying travel expenses for LEPC members to be there. It's a good way, he says, of "maintaining constant contact."

SERCs also can encourage neighboring LEPCs to share emergency equipment and other resources through mutual aid agreements. The Minnesota SERC currently is putting together a database of emergency response personnel, equipment, and supplies that could be made available to all local governments within the state. The information would go into a database tended by a 24-hour duty officer. That way, says Bob Dahm, "When someone calls and says they need [emergency equipment] in a hurry, you call the duty officer and he pulls up the list of sources."

Cooperative agreements across political boundaries also extend to Minnesota's dealings with Indian reservations, which are sovereign nations. The state has a Memorandum of Understanding with the Minnesota Chippewa Tribe whereby the tribe works in cooperation with the SERC, sharing planning, training, and response resources as well as facility information.

Mutual aid agreements are just a matter of common sense, says Joe Quinn of the state of Nevada, which has set up "Project Oasis" to integrate information about regional resources and response capabilities into a single comprehensive computer database. "There's no way some rural districts can support a hazmat team of their own," says Quinn, "whereas if the resources are focused, a regional team is a much more logical approach to the problem — and a lot more economically feasible." ●

## Paying the bills

*Money is always a problem, but for most SERCs there's more than one source of revenue.*

No Title III program can run without funding, of course, and the perpetual battle to raise money preoccupies many a SERC chairperson.

Most states appropriate some amount of public funds in their annual budget for Title III programs.

Another option is to do what many states already have done: establish fees for industry who file reports under Title III. Maine, for example, established a fee system based on the amount of hazardous chemicals stored at each facility (with a ceiling of \$5,000 per facility per year). Not only does that raise revenue, it also discourages facilities from storing large amounts. According to the 1991 edition of the National Governors Association's publication, *Emergency Planning and Community Right-to-Know: A Status of State Actions*, 18 states have Title III fee systems in place, while two others

have fee programs that provide funds to support Title III activities. Ten other states plan to introduce fee bills during their 1992 legislative sessions.

Be warned, however: if you don't already have a fee system, getting the legislation through the statehouse may be a long process. In Delaware it took three years to agree on a bill that wasn't considered too burdensome on industry. "That wasn't easy legislation to draft," says Gordon Henderson. "I remember spending an hour and a half one day on the committee just trying to say 'gas station' in legal language."

The key to success, he says, is to get industry actively involved in the process of creating a fee system from the start, instead of springing it on the facilities without their participation.

"You have to work with the community that you're regulating," Henderson says. "Industry wanted something that would work. Better to have a good, workable system that [they] helped to develop than to let a bunch of bureaucrats do it."

Before establishing its fee system, the Delaware SERC set up a subcommittee with



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members from industry, fire fighters, and state representatives (who head two of the state's LEPCs). The subcommittee worked out several compromises, including exemptions for non-profit associations. But even if there are compromises, the result can be thousands of additional dollars coming to the SERC every year, and a way to decrease its reliance on general appropriations.

In some states, money from fees or appropriations are passed through directly to LEPCs. In others, the SERC itself administers the funds, which can be a good way of keeping abreast of local activities.

To qualify for grants, Wisconsin LEPCs have to be able to show that they did a certain amount of work, says William Clare of the Wisconsin SERC. "They don't automatically get the grant whether they do something or not." The SERC uses a formula based on population and the number of planning and reporting facilities to determine grants that cover each LEPC's planning and administrative costs. Grants also can provide matching funds for computer equipment and emergency response equipment. Along with their grant application, however, the LEPC is

required to fill out a work plan detailing its planned activities in developing emergency response plans, conducting emergency exercises, and meeting other requirements of Title III. If any of these milestones are not met, a percentage of the total grant is deducted for each task the LEPC has not completed. That way, says Clare, funding is tied to performance, and the state gets the best possible result from its appropriated money.

Civil action settlements and fines for non-compliance can be another source of revenue. Although "We've discovered that encouragement works a lot better," says David Brown of the Maine SERC, "We'll still do it [enforcement]. We're not going to ignore violators."

Even when it isn't mandatory, facilities in the state can be an important source of financial help. "One of the things we found [in Delaware] is that all you have to do is ask industry," says Henderson. "We haven't been turned down yet."

He advises that SERCs ask not for money so much as specific services — perhaps free training courses or secretarial

help. These kinds of industry donations "have magnified our Title III budget a hundred-fold," says Henderson. For one regional LEPC conference, a company donated the conference center, the food, and the audiovisual equipment, as well as printing the conference program. The cost to the facility was over \$35,000, which, says Henderson, is "twice my whole year's training budget."

Along with state appropriations, application fees, and industry donations, SERCs also receive funds from the federal government. EPA has provided a limited number of grants for everything from community outreach to training programs, and the Federal Emergency

Management Agency (FEMA) has provided grants for training.

Beginning in fiscal year 1993, a portion of fees collected under the Hazardous Materials Transportation Uniform Safety Act (HMTUSA) of 1990 will be applied to state and local Title III programs: a total of \$5 million for annual planning grants to states (with 75 percent of that amount passed through to LEPCs) and \$7.8 million in annual emergency response training grants to states and Indian tribes (with 75 percent going to train public employees, primarily firefighters). LEPCs should contact the state agency designated by the Governor as the primary lead for the HMTUSA program to learn more about the state's planning grant application. ●

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## Get Active!

*The best SERCs go beyond the letter of the law.*

Being a successful SERC means looking for innovative programs in unexpected places and encouraging participation from every sector of society. It also

means keeping the spirit of Title III in mind, rather than just fulfilling the letter of the law.

"You can't wait for legislation," says Joe Quinn of the Nevada SERC. "You've got to be very proactive."

Many SERCs already have most of the ingredients they need to be successful — the next step is organization, followed by learning what others in their region and around the country are doing to further the goal of chemical safety.

"When I took this job," says Gordon Henderson of the Delaware SERC, "I thought, 'This is never going to work. Government people and industry are not supposed to be able to cooperate.'" Nonetheless, he says he's learned that SERCs really can accomplish good things: "Title III is an idealistic dream that shouldn't be working, but is." ●

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Denver, CO 80202-2466  
303-293-1723  
(CO, MT, ND, SD, UT, WY)

**EPA - Region 9**  
75 Hawthorne Street (H-1-2)  
San Francisco, CA 94105  
415-744-2100  
(AS, AZ, CA, HI, NP, NV, GU)

**EPA - Region 10**  
1200 6th Avenue (HW-114)  
Seattle, WA 98101  
206-553-4349  
(AK, ID, OR, WA)

# MAKING IT WORK

## WANT MORE INFORMATION?

To provide additional insight into the various programs and activities discussed in this publication, EPA has published many documents that might be helpful in implementing Title III at the state level. Below is a partial listing of documents available through the Emergency Planning and Community Right-to-Know Information Service:

EPCRA Information Service  
US EPA (OS-120)  
401 M St. S.W.  
Washington D.C. 20460  
Telephone: 1-800-535-0202

*Chemicals in Your Community: A Guide to the Emergency Planning and Community Right-to-Know Act* (OSWER-90-002), September 1988.

*Computer Systems for Chemical Emergency Planning* (Technical Assistance Bulletin 5) (OSWER-89-005), September 1989.

*Criteria for Review of Hazardous Materials Emergency Plans* (NRT-1A), May 1988.

*Digest of Federal Training in Hazardous Materials* (FEMA 134), July 1987)

*Guide to Exercises in Chemical Emergency Preparedness Programs* (OSWER-88-006), May 1988.

*Hazardous Materials Emergency Planning Guide* (NRT-1), March 1987.

*It's Not Over in October: A Guide for Local Emergency Planning Committees; Implementing the Emergency Planning and Community Right-to-Know Act of 1986* (OSWER-90-004), September 1988.

*Managing Chemicals Safely* (EPA-510-K-92-001), March 1992.

*Risk Communication About Chemicals In Your Community: A Manual for Local Officials* (EPA 230/09-89-066), EPA/FEMA/DOT/ATSDR.

*Successful Practices in Title III Implementation*, Volumes 1-9. A series of bulletins highlighting state and local Title III programs that are particularly innovative or effective. Each bulletin profiles the activities of several different SERCs and LEPCs, along with "lessons learned" and contacts for more information.

Successful Practices #1 (OSWER-89-006.1), January 1989.

- State of Kansas
- Washtenaw County, Michigan
- Butler County, Kansas
- Jefferson County, Kentucky

Successful Practices #2 (OSWER-89-006.2), August 1989

- Calhoun County, Alabama
- Pampa, Texas
- Cuyahoga County, Ohio
- Racine County, Wisconsin
- State of Idaho

Successful Practices #3 (OSWER-89-006.3), December 1989.

- Woodbury County, Iowa
- State of Virginia
- Fairfax County, Virginia
- Pierce County, Washington

Successful Practices #4 (OSWER-90-006.1), March 1990.

- New York, New York
- El Paso County, Colorado
- Alexandria, Virginia
- State of Maine

Successful Practices #5 (OSWER-90-006.2), June 1990.

- Tinker Air Force Base, Oklahoma
- State of Connecticut
- Cumberland County, Maine
- Wyandotte County, Kansas

Successful Practices #6 (OSWER-90-006.3), September 1990.

- State of Ohio
- Hamilton County, Ohio
- Wallingford, Connecticut
- Ouachita Parish, Louisiana

# MAKING IT WORK

## Successful Practices #7 (OSWER-91-006.1), February 1991.

- Cameron County, Texas
- Bucks County, Pennsylvania
- Harford County, Maryland
- Dallas County, Texas

*Title III List of Lists (Consolidated List of Chemicals Subject to Reporting Under the Emergency Planning and Community Right-to-Know) EPA 560/4-92-011, January 1992.*

*Tort Liability in Emergency Planning (OSWER-89-007), January 1989.*

## Successful Practices #8 (OSWER-91-006.2), October 1991.

- Cherry Hill, New Jersey
- Manitowac County, Wisconsin
- Green County, Missouri
- State of Hawaii
- Arapahoe County, Colorado

*When All Else Fails! Enforcement of the Emergency Planning and Community Right-to-Know Act (OSWER-89-010), September 1989.*

## Successful Practices #9 (OSWER-92-006.1), September 1992.

- Natrona County, Wyoming
- Erie County, New York
- State of Arizona
- Mohave County, Arizona



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