

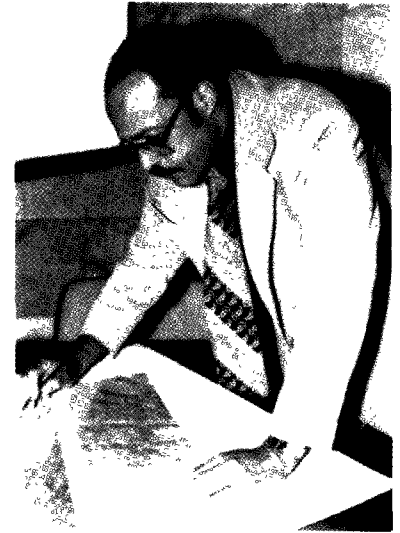
EPA Region III: 20 Years of Making a Difference

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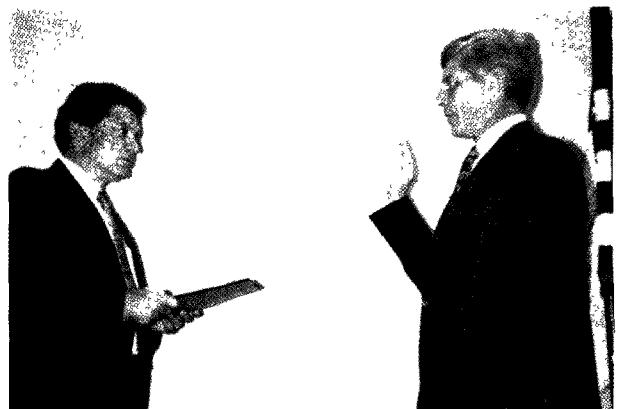
1970 — 1990



EPA Region III

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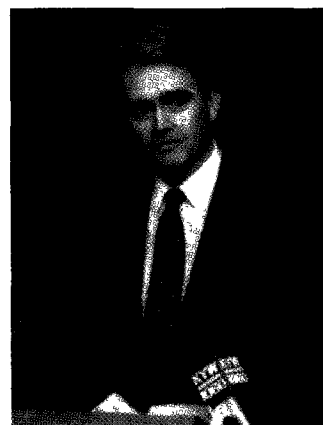


COVER ILLUSTRATION: Each year, Region III's chapter of Women in Science and Engineering (WISE) sponsors a Poem and Poster Contest among the Region's elementary school children. The cover illustration was one of this year's winning entries. The young artist is Lauren McCann of the Fourth Grade of Our Lady of Calvary School in Philadelphia.

Regional Offices Make a Difference

*William K. Reilly
EPA Administrator*

Twenty years ago — on December 1, 1970 — more than 5,500 people from five federal organizations were brought together to create the United States Environmental Protection Agency. Over the past two decades the staff of EPA, in partnership with many other Americans, have made tremendous strides in protecting public health and the environment. We can take great pride in these advances, in the local, state, and private efforts which we've helped foster, in the innovative work we're doing in developing new technologies, and in the quality, dedication, and diversity of our colleagues.



Our Regional Offices play a central role in making all this and more happen. Region III efforts, for instance, have led to nationwide filtration provisions for surface water, to radon technical assistance and public awareness programs, and to a model partnership to help save the great estuaries, such as the Chesapeake Bay.

As the EPA family celebrates our 20th Anniversary, I thank all of you for contributing to our success and for helping lay the groundwork for an even more productive future. We can look forward to working together, as a team, to deal with the environmental challenges before us, at home and abroad. Through all this, I know EPA will continue to get the best from our people. All of you are making this Agency the place to be to make a difference in the environment.



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*The Region III Story:
Twenty Years of Making a Difference*

*Edwin B. Erickson
Regional Administrator*



This book is dedicated to all Region III employees, past and present, who are dedicated to protecting the environment. You have all helped – whether by inspecting facilities, initiating enforcement, typing documents, tracking dollars spent and hours worked, or in countless other ways.

A lot of EPA's history is in this book. It will bring back memories for some of you and provide new insight into Region III for others. Even as we move ahead into a new decade to face new environmental challenges, we must be aware of our history. We must learn from past experience.

One area in which Region III can take pride is innovation. Looking back on the Region's leadership in the Bay Program, Superfund cleanups, and overall enforcement of environmental laws, makes me proud to be a part of the continuing Region III story.

Another source of pride is your enthusiasm, with which you inspire newcomers, so that your dedication and commitment is continually being handed down from one generation of employees to the next. Part of our legacy will be that the spirit and enthusiasm that was present in 1970 is still evident today and will still be with us in another 20 years. Of that fact, I am most proud.



EPA Region III employees in the 1970s.



EPA Region III employees today.

*A Time of Celebration;
An Opportunity for Renewed Commitment*

Stanley L. Laskowski
Deputy Regional Administrator



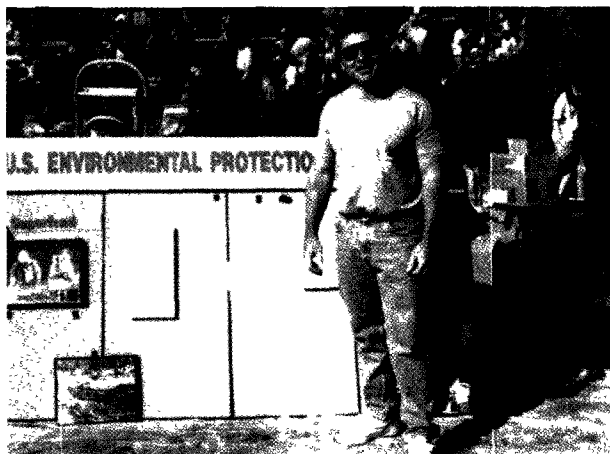
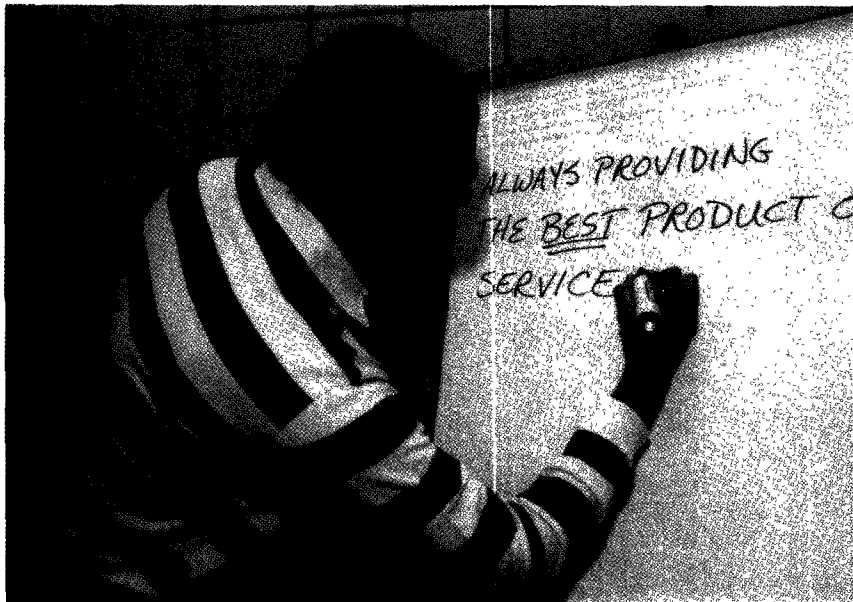
EPA's 20th Anniversary provides us with an opportunity to celebrate past successes and to renew our commitment to the future. This book reflects on the environmental accomplishments in the Middle Atlantic States through the eyes of Region III's managers, staff and outside partners.

Through the dedication and contributions of hundreds of past and present employees of EPA Region III and State colleagues, many environmental improvements have been made during the past two decades. As the success of the 1970s and 1980s is celebrated, we can take pride in knowing that EPA Region III played a leadership role in ensuring cleaner air in most urban areas and cleaner water in many major rivers and streams. We can thank the many talented employees at all levels of the organization that were responsible for these successes. We can reflect on the improvements in the laws and the institutions that enabled these accomplishments to take place. And, as we work toward a common goal, we can celebrate the relationships with our many outside partners – environmental groups, academia, government officials and industry, both in the U.S. and abroad.

While the environmental and institutional successes of the past are celebrated, this 20th Anniversary also is a chance to rededicate ourselves to the mission of EPA and to the challenges of the future. Compared to 1970, the world seems much smaller, the problems more daunting, and the solutions more complex. As past gains through the regulation of hundreds of thousands of pollution sources are continuously improved upon, we face other challenges. Species extinction, climate change, and stratospheric ozone depletion are worldwide environmental threats with potentially catastrophic consequences. The science of environmental management is becoming increasingly aware of the inter-connectedness of all things but the exact cause-and-effect relationship of many environmental problems is not fully understood. Some of the environmental management tools needed to address these problems have not been used as effectively as possible in the past. They include market incentives, environmental education, pollution prevention, and partnership-building. These tools must be sharpened so that they can be used in combination with the existing technology-based pollution control mechanisms that have been responsible for past successes.

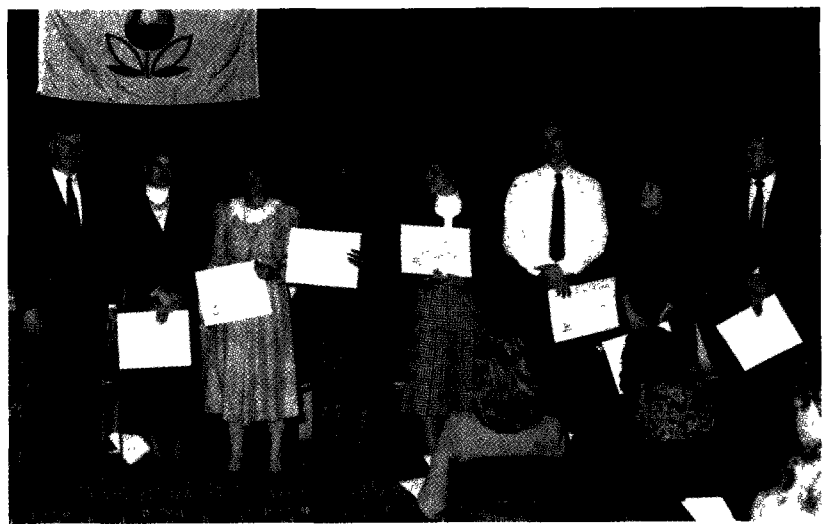
As environmental leaders in the 1990s and beyond, EPA Region III employees will supplement their successful practices of the past in many new ways. We will tackle the complexities of recognizing and utilizing pollution prevention techniques in administering EPA's programs. We will combine enforcement efforts with encouraging voluntary efforts by polluting facilities. We will better understand the role of consumer habits on the local and world-wide environment. We will further improve our working relationships at home and abroad with varied external groups – the general public, industry, state and local government, environmental groups, academia, – who want a better environment. And, most importantly, we will continue to develop and nurture each other professionally and personally.

It is my great pleasure to join with you in celebrating EPA's 20th anniversary and in rededicating ourselves to our important mission of protecting human health and the environment for future generations.

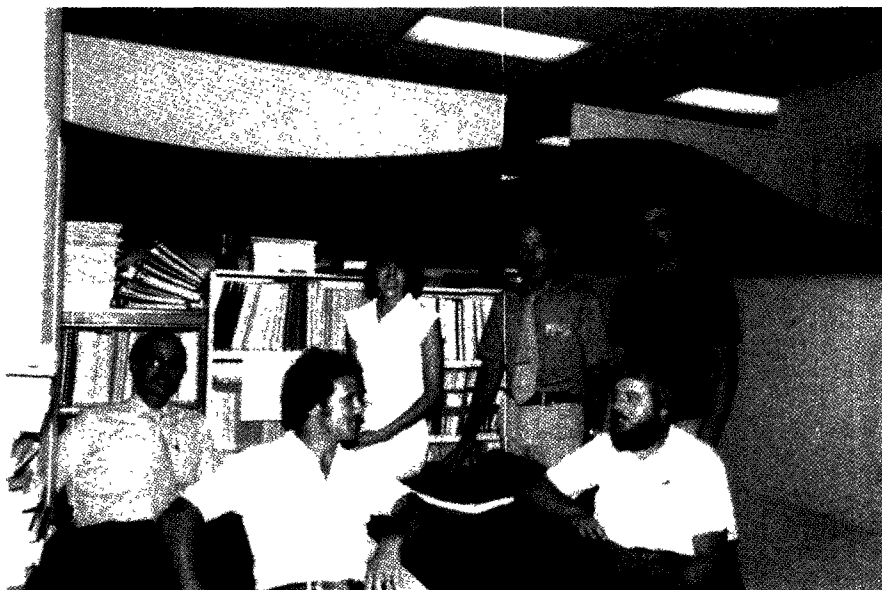
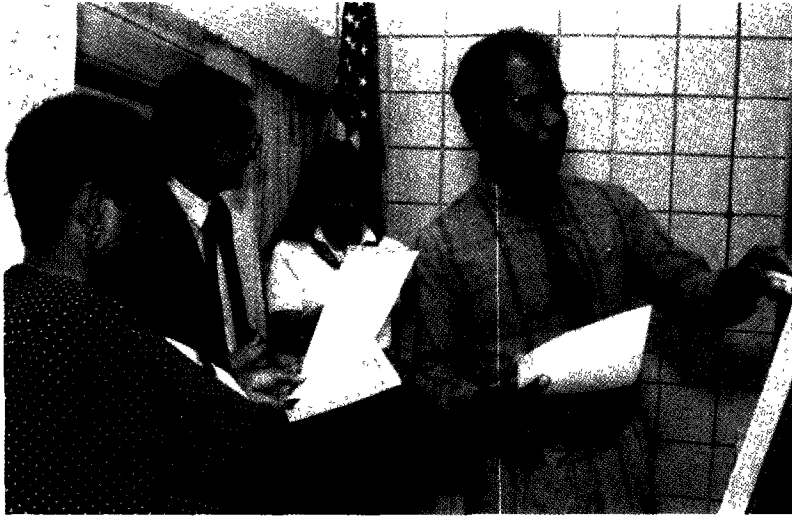




Region III 1970–1990
People Who Have
Made a Difference



Region III People



1970-90: Looking Back

In Philadelphia, the Delaware River was so filthy with sewage you could smell it from an airplane. In Pittsburgh, motorists drove with their lights on in broad daylight because of the smog. President Lyndon B. Johnson once called the Potomac River a national disgrace. The bald eagle, America's symbol, was endangered by the pesticide DDT.

People wanted action and their frustration erupted upon the national consciousness. On Earth Day, April 22, 1970 millions of demonstrators challenged the federal government to protect the environment.

Answering this challenge, President Richard M. Nixon established the U.S. Environmental Protection Agency and appointed William D. Ruckelshaus as the first Administrator. The Agency opened for business on December 2, 1970.

On that date, some employees of 15 major federal environmental Agencies became employees of EPA. In Charlottesville, Va. the Federal Water Quality Administration (FWQA) employees no longer worked for the Department of the Interior. Neither did the FWQA employees who worked for field offices in Annapolis, Md., Wheeling, W. Va. or Philadelphia.

Lloyd Gebhart, the Regional Director of the FWQA, was designated Acting Regional Administrator, pending appointment of the Region's first Administrator.

All through the spring and summer of 1971, employees from Charlottesville were moving to Philadelphia to join air experts from the Federal Air Pollution Control Administration, pesticides experts from the Department of Agriculture, water experts from the Delaware River and Ohio River Basin Commissions and solid waste experts from the Public Health Service in Bethesda, Md.

New employees were hired to sup-



Roland Schrecongost, Warren Carter, Diane Margenau, Al Morris take a river tour to look at the impact of industrial and municipal sewage discharges on water quality.

plement the growing EPA Region III workforce. Some joined the ranks in the temporary Regional offices at 401 N. Broad Street in Philadelphia while others were detailed to Charlottesville to learn the ropes.

In September, the Charlottesville office closed its doors for good and EPA Region III employees moved into their first permanent space at the Curtis Building, at 6th & Walnut Streets in Philadelphia, in September, 1971.

Chaos mingled with excitement as the heady euphoria of founding a new agency was often dashed by the realities of the massive task at hand.

It was challenging work but it was done around long tables for want of desks. In fact, it took a visit by Administrator Ruckelshaus to get those desks into the office space in 1972.

Shortly after the permanent Region III offices opened, Edward Furia, who had come to local prominence through his involvement in Philadelphia's Earth Day activities (the largest in the nation), was appointed the first Regional Administrator. Furia organized the Regional office in January, 1972 and served until February, 1973.

Every action the fledgling Regional Office took was without precedent. Most of the work involved organizing the staff and defining the new management and regulatory functions. Region III's organization has been modified many times since 1972.

The Region's first arrangement included:

Office of Regional Counsel
(Dan Snyder)

Office of Congressional and Intergovernmental Relations
(Diane Margenau)

Equal Opportunity Division
(Dan Geller)

Management Services Division
(Pat Gorman)

Public Affairs Division
(Mark Silverman)

Air and Water Programs Division
(Steve Wassersug)

Solid Waste, Radiation and Noise Programs Division
(Gordon Rapier)

Surveillance Division
(Al Montague)

Enforcement Division
(Jake Hart)

Air and water quality dominated the Agency's early days, taking turns in terms of priority. The Regional Office had barely made it through its first year when disaster struck. Hurricane Agnes tore a path of destruction up the eastern seaboard and into the Philadelphia area in the summer of 1972. The storm caused many of the antiquated wastewater treatment systems in the eastern half of the Region to overflow, sending tons of raw sewage and industrial waste into area streams and rivers. The disaster work followed the Agency's earliest priority of making the nation's waterways fishable and swimmable.

thousands of minor facilities. As a result, fish have returned to Lake Erie, the Delaware and Potomac Rivers, and other waterways once thought dead.

On the heels of Hurricane Agnes, severe air pollution episodes in the Pittsburgh and Wheeling areas brought air quality into the spotlight. The reauthorization of the Clean Air Act in 1970 had given the Region the authority to develop programs and implement regulations to begin to effectively combat air pollution.

Region III's earliest clean air initiatives focused on steel industry compliance because of the concentration of plants within the

set by the Clean Air Act. The often difficult negotiations with the States grew in intensity, fueled by threats from industry and spurred on by the enthusiasm of environmental groups and the general public, who sought to eliminate the visible emissions.

The successes of the air program would bring about significant improvements in Regional air quality, even as sources of air pollution, like cars and industry, were increasing in number. From 1978 to 1988, carbon monoxide emissions decreased 25 percent, sulfur dioxide and volatile organics each by 17 percent, particulates by 23 percent and ambient lead concentrations by 94 percent.

In 1975, Russell Train became the Agency's second Administrator and the Pittsburgh area experienced a repeat air pollution episode. This one was so severe that the public called for action and the media focused on whether the poor air quality was responsible for "excess" deaths in the county.

So intensely was the nation watching its air and water that the Resource Conservation and Recovery Act (RCRA) passed in 1976 with little fanfare. RCRA established, for the first time, a management program, later known as the "cradle to grave" program, for solid and hazardous waste. Initially, the Region's role was limited to ensuring that each state had a solid waste program, although hazardous waste management and disposal had finally been recognized as serious threats to the environment and health. Regulations which allowed EPA to control hazardous waste disposal became effective in 1980.

When Jack Schramm, a former State Representative from St. Louis, took over as Regional Administrator in October, 1977 air issues still claimed national priority with the reauthorization of the Clean Air Act. He arrived just in time to participate in the often



Bill Wisniewski swears in Regional Administrator Jack Schramm.

The major tools that EPA used to accomplish this goal were the Construction Grants Program, a major public works program to build or improve outdated and inadequate wastewater treatment facilities, and the National Pollution Discharge Elimination System (NPDES) Program which prohibited any discharge of wastewater to surface waters without a permit. Over the next 18 years, the Construction Grants Program would fund more than 8,000 projects at a cost of almost \$6 billion. The NPDES program would improve water quality by regulating more than 800 major municipal and industrial facilities and

Region. Regional Administrator Furia brought the heated steel controversy to a boil when he descended by helicopter into the then U.S. Steel Clairton Works to deliver a stinging denouncement of an agreement between the company, Pennsylvania and Allegheny County.

Daniel J. Snyder, the first Regional Counsel for EPA Region III, took office as Regional Administrator in March, 1973. The Agency, by then, had a clear sense of purpose and active programs.

Early on, Snyder had to grapple with the States in the Region over State Implementation Plans (SIPs), action plans the States used for achieving the air quality standards

heated confrontations with the States over implementation of the Inspection/Maintenance Program for automobile emission control equipment.

Schramm's tenure was marked by several initiatives which attempted to improve EPA's relationships with State and local governments. One combined several offices and programs into a single Office of Intergovernmental Relations and Public Awareness. State Program Officers (SPOs) were assigned to field offices in each State capitol to work with the States to develop formalized State-EPA Agreements.

The Region also continued to delegate Federal air and water programs to State agencies that were beginning to develop their own capabilities. An event of national significance, the accident at Three Mile Island in March, 1979 focused attention on Region III.

Schramm was the father of flex time in the Regional office and he agreed to make Region III part of a pilot study, along with seven other federal offices, of a concept called Alternative Work Schedules,



Roy Schrock, Pat Anderson, June Morgan, and Jean Jonas test noise levels in 1980 shortly before the program became the victim of budget cuts.

now known as the compressed work week.

Douglas Costle became the third EPA Administrator during this period and the discovery of Love Canal and the Valley of the Drums in the late 1970s skyrocketed hazardous waste into national prominence.

In the Region, initial response to hazardous waste emergencies like the PCBs in Youngsville and the Butler Mine Tunnel could only be funded through Section 311 of the Clean Water Act, which authorized activities to clean up or prevent oil contamination of surface water. It was clear that a comprehensive program to address hazardous waste dumps and emergencies was sorely needed.

Reacting to the national furor over hazardous waste disposal, President Jimmy Carter proposed a "super fund" of special

revenue generated by a tax on the petrochemical industry. The legislation setting up this fund, the Comprehensive Environmental Response, Compensation, and Liability Act, was passed in 1980, ushering in a new era for the Agency.

The environmental situation was vastly different in 1980. There had been considerable progress in EPA's first ten years. There were no more burning rivers, no clouds of black soot from industry and choking smogs of automobile exhaust. There were new problems and concerns, however. Plants were still discharging toxics, asbestos was looming as a health threat and more and more abandoned waste sites were being discovered.

When Ronald Reagan became the 38th President in 1980, he appointed Anne Burford Gorsuch as EPA Administrator. Peter Bibko became Regional Administrator in September, 1981.

The state of the economy in the early 1980s was forcing debate between the need to lighten the load on industry and the need to increase environmental regulation. Public opinion was quick to show that the Agency needed to increase its role and once again lead the States to improve the quality of the environment further.



Tom Voltaggio discusses the expanding hazardous waste program during Administrator Gorsuch's visit to the Region in 1981.

EPA's \$27 million Chesapeake Bay research program showed that the Bay was in big trouble. Its living resources and water quality were in a steady decline. In December, 1983, public consensus led the Governors of Maryland, Virginia, and Pennsylvania to pledge, along with EPA, to clean up the Bay.

The 1984 return of the first EPA Administrator William Ruckelshaus to his previous post boosted morale and launched what could be described as the modern era for the Agency.

Ruckelshaus was a hero to many in EPA.

During the early 1980s, Regional staff were implementing the Superfund program, learning the technical and management basics that would lay the foundation for the strong hazardous waste and emergency response programs that would develop. In addition, the Chesapeake Bay Program received national attention for Region III. Finally, the Region saw significant increases in both human and fiscal resources.

These developments, plus the strong management styles of Ruckelshaus' successor Lee Thomas, and Thomas Eichler, the Region III Administrator, combined to continue reshaping and rebuilding the Agency.

EPA Region III grew rapidly, especially the Hazardous Waste Management Division, launching a period of unprecedented growth in the Regional office, growth which is continuing today. This forced

parts of the expanding staff onto the third floor of the Curtis Building, where they shared office space with pigeons.

In 1984, partially because of the rapid growth and corresponding space requirements, the Regional Office left the Curtis Building for its current home at 841 Chestnut Street.

James M. Seif, who had worked as Chief of the Legal Branch of the Enforcement Division, returned as Regional Administrator on March 25, 1985.

that reflected the Agency's focus on high-risk problems. The Agency's top management began to examine the risks to health and the environment and prioritize environmental issues according to risk.

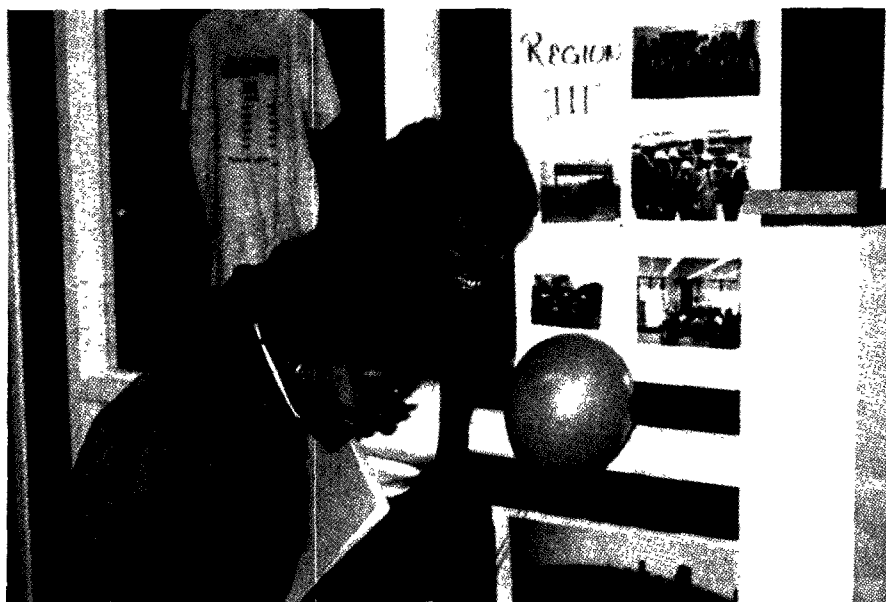
In 1989, Dr. Edwin B. Erickson became the Region's seventh Administrator, presiding over a staff of nearly 950. Erickson has continued the national prominence of the Regional office, leading the Agency with initiatives in Total Quality Improvement, Strategic

Planning, and Comparative Risk Analysis.

Under Erickson's tenure, the influence of EPA Region III has expanded internationally through involvement in environmental programs for Italy, Germany, Poland, China, the Netherlands, and, now, Eastern Europe, through the newly established

Budapest Center.

What can we expect in the decades ahead? In the next few pages, Regional Administrator Edwin B. Erickson is joined by Region III's top managers in a series of interviews discussing the current state of affairs and discussing what our history may include in the year 2010.



Region III employees enjoy looking at photographs and memorabilia during the Agency's 15th Anniversary celebration.

Seif initiated extensive human resources and external affairs programs like Managing for Environmental Results (MERITs), the Institute for Cooperative Environmental Management (ICEM), and the Center for Environmental Learning.

Other initiatives included a significant increase in enforcement, a State/Federal agreement to reduce by 40 percent the introduction of nutrients into the Chesapeake Bay, and greater emphasis on wetlands protection.

During the mid-1980s, the Regional Office took on two issues

Edwin B. Erickson Regional Administrator

An Interview

What are your thoughts on the role of the Regional Administrator?

"I view my role, at least to some degree, as trying to promote and move Administrator Reilly's priorities forward in an operational fashion. There generally has been agreement among our career upper-level management as to the need for strategic planning, for a total quality management approach, to incorporate pollution prevention into our daily activities and into his other priorities."

What was Mr. Reilly's charge to you when you were appointed?

"What he said that stands out the most is that he has dedicated his life and career to the environment and he asked for my help to move forward on improving it."

How do you see his thoughts on the role of the Regional Administrators in overall Agency management?

"He has reached out and solicited concerns, ideas, attitudes and thoughts of all senior staff, not just the Regional Administrators. He is concerned that the whole senior staff work together in a concerted fashion and move forward."



Regional Administrator Erickson sees moving forward on Administrator Reilly's priorities as one of his primary roles.

What are your thoughts on the June 14 Town Meeting with the Administrator in Philadelphia?

"It was an opportunity for all of us in the Region and some of the folks from Washington to hear the concerns of people who were faced with an incinerator, a landfill or a Superfund site that was next to them or in close

proximity to them. What came through were very real concerns from the neighbors of these facilities. They personalized the whole environmental concern."

Many people thought, until recently, that the environmental movement was limited to preserving wilderness lands and outdoor recreational areas. Do you see those goals expanding today?

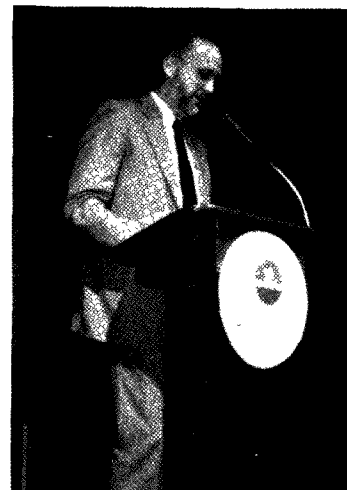
"Professionally, being in the field of biology, I love the outdoors and that's partly how I got involved in the environment. I think a lot of people have come to the movement through appreciation of the outdoors. However, today you also have the people who aren't as concerned about the recreational aspects of the outdoors, but who began to see that, through our everyday activities, we have an impact on our environment. The sudden knowledge that there was a hazardous waste site nearby shook up many people as thousands of sites were identified. People now realize that toxic materials are more common in their living environment than they realized. They began to link the state of their environment with their own health."

Isn't it true that some of the worst pollution problems affect urban areas?

"It's hard to say which are the worst pollution problems. However, pollution such as smog and other urban problems has the potential to affect millions of people because that is where most of the population lives."

What do you think about current efforts to protect the environment?

"In the past, we departmentalized our environmental efforts into water, air, solid waste and so on down the line with some impressive results. Today, it is becoming more and more evident that we also have to begin to look at each of these as being interconnected and interdependent if we are going to make further progress. For



Formal presentations to large groups help communicate what everyone can do to prevent pollution.

example, household sewage goes to a treatment plant where it is treated. That concentrates the solid waste into sludge, which is often buried in landfills. It can be made into fertilizer, however. Rather than moving waste from one place to another, pollution prevention needs to become a part of our everyday thinking. We must produce less waste, both in terms of quantity and toxicity."

That is quite challenging, is it not?

"One challenge, I think, is to begin to broaden our perspective on environmental problems, incorporating the multi-media, cross-media approach with a pollution prevention ethic. The other challenge, as I see it, is to use more environmental indicators to measure our successes in the environment. We must begin to focus on reducing risks – both human health and ecological."

What are your thoughts on the linkages that EPA has with the rest of the environmental community and how are those linkages important to us?

"They are extremely important. EPA can increase its effectiveness by incorporating resources from outside the Agency. These resources exist not only in the governmental community but also in the private sector. We need to build partnerships with these entities."

Do you have any thoughts on the changing roles and capabilities of the State Agencies during EPA's first 20 years?

"I think the State Agencies have a very difficult problem because they recognize the need to do more and more, but they face a resource that is not growing commensurately with their needs. The combined sewer overflow problem can be used as an example. It is a massive problem, especially in some of the older cities. Multi-million dollar public works projects will be necessary to solve it. Unlike the past 20 years of federal funding for helping to build wastewater treatment plants, there is no appropriation for these new projects. We simply have to let the States know that money may not be there from the federal government, that they are going to have to find alternate funding to solve their existing problems."

How do the States react to that idea?

"Some states have very effectively leveraged the federal dollars in some of the programs. They have been able to maximize their ability to design and actually get projects

off the ground. The State Environmental Secretaries have been creative in doing this."

For what do you want your years at EPA to be remembered?

"Probably for encouraging the Region to seize opportunities that currently exist. There is interest on the part of the public to work toward environmental improvement. President Bush and Bill Reilly have indicated their support and provided leadership so that we have an opportunity to move ahead. We must enable the people here who have the expertise to have an impact on the improvement of the environment, particularly by encouraging pollution prevention approaches. I think that we have an opportunity to look at various situations and try to gain some momentum forward. For example, the Air, Toxics, and Radiation Management Division in Region III looked at the impact of some cogeneration plants. By considering the aggregate of these facilities and the pollution that they would pump

into the air, they were able to convince the facilities to take a look at some innovative technology and the use of coal with less sulfur content. There are all sorts of opportunities like that for incorporating pollution prevention."

Do you see any partisan changes, at the national level, of support for the environment?

"The environmental constituency is widespread. In 1970, environmental concern wasn't really a political issue

so much as an issue of concern to the college-age generation. Maybe one of the reasons we're beginning to see widespread interest and concern amongst the populace, is that we have been successful in raising the level of awareness of the importance of environmental preservation throughout society."

What are your thoughts on the relationship between the economy and environmental improvement?

"One of our challenges is to provide solutions to problems that can be implemented. To me, this means not only technologically possible but also solutions designed to be based on an economically feasible approach. The control of sulfur dioxide in the Clean Air Act Amendments is an example of this type of approach. We're beginning to see some slowdown in the economy, but I don't think it's going to have a great effect in terms of reversing this trend of interest and concern."



Another key role of the Regional Administrator is giving Administrator Reilly and his Assistant Administrators a view of Regional operations, such as Superfund activities.

Greene Jones
Director
Environmental Services Division



For Greene Jones, Environmental Services Division Director, the 20 years he has spent with EPA have come down to one thing – Wetlands!

Greene, a charter employee who was part of the Federal Water Quality Administration staff in Charlottesville, Va. when EPA was created, has seen many programs evolve over the years but few have been more important for

ecosystems than the wetlands program.

The former Water Division Director has been concerned with water his whole EPA career but his thoughts keep coming back to wetlands. Why wetlands? "They feed our water supply. Like a tree, our water supply is fed through its roots. Cut off the roots and the tree dies."

He characterizes the wetlands issue as cantankerous but feels good about the growing concern for these valuable ecosystems. "It demonstrates that ecology is still alive," he says. "Many people realize that a wooded wetland takes hundreds of years to make. They are not easy to recreate."

Greene is very happy that the 17-year-old wetlands program, which has bounced around between Water Management Division, the Assistant Regional Administrator and Environmental Services Division, among others, finally came home to his division to stay in 1986.

As he relates the history of the Program, he recalls that, ten short years ago, those who cared about wetlands were voices crying in the wilderness. In the early 1980s, there were even efforts to try to dismantle the program. There was a vast public outcry.

When William Ruckelshaus returned to the Agency as Administrator in 1984, wetlands protection took on a renewed sense of urgency. Ruckelshaus passed this urgency along to his successor, Lee Thomas.

Thomas created the National Wetlands Forum in conjunction with the National Conservation Foundation. One of the influential members of the Forum was William K. Reilly, the current EPA Ad-

ministrator. The Forum developed issue papers that resulted in the 1988 publication of *Protecting Wetlands: An Action Agenda*, which set forth the "No Net Loss" philosophy.

According to Greene, "Then-Vice President Bush picked up on the 'no net loss' theme in his campaign. When he became President, he was committed to maintaining the wetlands program." The result was that enforcement was stepped up and EPA began exerting more influence over the Program.

Greene feels the big, growing issue in wetlands is the role of the federal government in land-use control. "That kind of gets at the heart of what America is all about." Wetlands are at the forefront of the debate over sustainable development. "People want the amenities of waterfront development but they're destroying a very special aspect of nature. Wetlands can never completely be recreated."

He attributes our successes to many factors, most notably the Agency's high regard for science and the quality of our workforce. "ESD represents the scientific arm of the agency. We have always had a concern for good science. There is also a need for good field credibility and presence. In fact, laboratory and field analysis has always been one of our mainstays."

When it comes to his opinion of Region III's human resources, he does not mince words. "The quality of the people I've worked with at EPA has always been excellent. EPA's attitude toward human resources manage-

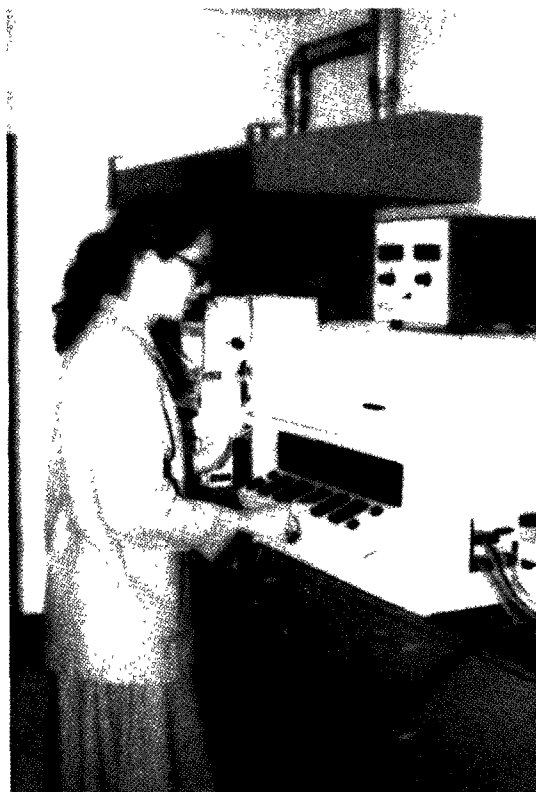


ESD employees Art Spingarn, Jim Butch and Charlie Rhodes survey a wetland area. Currently about 300,000 acres of wetland are lost each year.

ment has been excellent, too. People are our best assets, there's no question about that. Our progressive attitude toward minorities and women has helped us get the best and the brightest. There is an extraordinary concern for



Shelly Suflas and Steve Torok, the Environmental Impact Statement Preparation Section Chief, review a study on the impact of a federally-funded project in June, 1980.



Ramona Trovato works at the new Annapolis Laboratory in September, 1980.

people, especially in the areas of training and career development."

As a result of this concern for people and their ideas, good science, and organizational maturity, he feels that Region III has developed a broader agenda than many others. "In Region III, we are considerably more diverse than any other Region, what with MERITS, oceans, pollution prevention, estuaries, and wetlands. And that's just what we do in ESD."

There have been changes. "We started out as the Surveillance and Analysis Branch," he notes. "However, a lot of those types of functions have been turned over to the States and our concern has turned to quality control."

He acknowledges the impact State delegation has on the way we do things. "Now we're attempting to look at things differently, to break the mold a bit. The challenge is how to cope with the changes we see taking place. The ability to propose change and stay with it is critical for success. In order to harness change to work for us, we need programs and ideas like Strategic Planning. It is an instrument for change in an organized fashion. We are fortunate to have good leadership, both in the Region and at Headquarters."

Greene talked about some of the major changes that must take place if we, as a society, are to climb out of the danger zone. "Pollution prevention equals cultural

change," he notes. "A quarter-pound burger causes a pound of trash. We create more new kinds of pollution. We need to change people's attitudes. Excess alone is waste."

He points out that we are still depleting our most valuable resources, including trees. "We're mining our forests but not replenishing the trees as fast as we deplete them."

Greene sees the importance of leading by example and he is pleased by some of the progress that has begun among federal facilities. "There is more awareness in the federal sector. Federal facilities know that they have to comply."

Although there are still some complex problems in this area, he points to increased public pressure and cultural change as being responsible for some improvement. "Communities simply won't stand for the kind of irresponsible behavior that occurred in the past. The Aberdeen Proving Ground criminal cases were a good example."

Greene says he still looks forward to going to work each and every day. "EPA has always been a progressive Agency. I hope we never get old. I'm still excited about working for EPA. Change is always exciting and Region III is in the forefront of the move to find better ways to do things."

Tom Maslany
Director
Air, Toxics, & Radiation Management Division



Tom Maslany, who was hired by Steve Wassersug in 1971, worked his way up through the Air Management ranks, becoming Division Director in 1987. While he is now devoting considerable time to understanding and managing additional important environmental areas such as pesticides, toxic chemicals, and radiation, his historical perspective over the past 20 years has been from the vantage point of air quality

management. There have been dramatic changes from the first days of the Air and Water Division, then the Air and Waste Division, through the establishment of a separate Air Management Division, to today's Air, Toxics and Radiation Management Division.

Many of these changes were the result of learning about air pollution while trying to control it. The air quality problems we face have changed over the years due, in no small part, to our early successes with the largest, most obvious industrial polluters. Tom notes that, "with criteria air pollutants, such as particulate matter, sulfur dioxide, and ozone, we focused at first on the big industrial sources. Now we know that many of the remaining air pollution problems are more complex and related to lifestyle. With the possible exception of air toxics, the multitude of little sources, including our personal cars, are now more important than the few remaining large industrial ones."

"In the early days," says Tom, "the problems were less complicated, or so we thought. Twenty years ago, we had a simplistic view of the problems, their causes and solutions. We focused on the most visible sources. Long range transport of air pollutants was not appreciated, nor were the interrelationships among various pollutants and the toxic nature of some emissions."

Tom notes that we are still paying the price in some areas for decades of neglecting to control toxic air pollution. As an example, he cites a Philadelphia lead operation that has contaminated a surrounding neighborhood after probably 80 years of emissions into the atmosphere.

Enforcement has been a large part of air pollution control and it too has seen many changes over the years. "In the early 1970s, there were many companies violating the tough standards of new laws and regulations. Both

EPA and the States went after those sources with the states handling the bulk of the load. By the late 1970s, it became obvious that many complex sources which had not yet complied with requirements were in need of an increased federal presence, particularly in the steel industry." EPA used an industry-wide approach.

In the mid-1980s, EPA developed an enforcement policy that stresses timeliness and appropriateness, and which allows State primacy in enforcing regulations. "So long as the States take an aggressive stance, EPA's best role is support," says Tom. "We function in a back-up capacity within that policy. It's working very well." The air program enters the 1990s in the midst of a maelstrom of changes, thrust once again to the forefront of our national environmental consciousness. It is an exciting period.

"We're in the midst of a rebirth of the air program. In the early 1980s, it was seen as a 'mature' program in need of less attention than in the prior decade. Now we know better." Tom credits our current risk-based environmental management approach that recognizes toxics and pollutant transport as a sound approach. However, the problems are far from being solved and he believes we still have a long way to go.

The true extent to which we loaded our environment with toxics, particularly the air we breathe, is just becoming known. Tom observes that the Toxic Release Inventory (TRI), established by the recent Emergency Planning and Community Right-to-Know Act, has recorded



Tom Maslany inspects J&L Steel Works in Pittsburgh, during EPA's 1970s push to bring the steel industry into compliance with the Clean Air Act.

levels of toxic emissions that surprised everyone. "We're just finding out about the full extent of toxics," he says. "Even industries have been shocked by the TRI data."

Making risk-based management decisions which address environmental issues will force us to look at "hot spots" and encourage industry to take a "good neighbor"

approach. "For example, the Toxic Release Inventory (TRI) data," he says, "will continue to help us identify problem areas. The TRI information from Avtex in Front Royal, Virginia, alerted us to a previously unrecognized carbon disulfide problem. Before that, all we heard was that there was an odor problem."

"We're facing a big dilemma related to society's increasing need to become more concerned with individual decisions involving such matters as the use of cars, recycling, and the kinds of products we manufacture, purchase, and use. For instance, our lifestyle is based to a large degree on the use of petrochemical-based products such as plastics, spray products, and coatings. We must start to think about alternatives to the line of products that result in loading the environment with volatile organic compounds with toxic properties.

"Cross-media pollution is another emerging problem. Emissions of substances from the treatment of industrial wastewater are a concern. Current water regulations allow air stripping for Volatile Organic Compounds (VOCs) which causes air pollution.

"We must ensure that, while cleaning pollution in one medium, such as groundwater, we don't create a greater risk in another one – air. We've started looking at the risks from the interrelations between and among media. We must be sure our decisions are correct and based upon risk. It doesn't pay to make isolated decisions."

Air is not necessarily the final resting place for pollutant loading. Even the Chesapeake Bay suffers from air pollution. According to Tom, over one-third of the nitrogen loading in the Chesapeake Bay comes from air emissions. It continues to increase. Cars and power plants both contribute nitrogen to the Bay.

Air pollution problems respect no borders. To deal effectively with air pollution transport, EPA is developing essential interstate cooperation programs.

The primary air pollutant related to the transport issue is ozone, or smog. The Regional Ozone Model Northeast Transport (ROMNET) program and the recently-formed Mid-Atlantic Regional Air Management Association (MARAMA), which includes all the Region III States plus New Jersey and North Carolina, demonstrate acceptance of the proposition which, in Tom's words, says, "It's clear that the solution of a common problem benefits from a common approach."

Tom believes that there have been many Regional achievements. However, two of the most noteworthy are the Kanawha Valley Toxics Study, which measured toxic levels in the air of West Virginia around Charles-

ton, an area with a concentration of chemical manufacturers, and our aggressive lead in the program to enforce air pollution control regulations throughout the steel industry.

Tom feels there may one day be a push on the chemical industry similar to the steel initiatives.

Another significant change taking place is the recognition by federal environmental programs of the impact of growth. Proper planning requires the consideration of such factors as growth in the number of automobiles, the lack of effective mass transit, and the constant increase of new sources loading pollutants into the environment.

Our relations with the States have continuously



EPA Administrator Douglas Costle and Glenn Hanson discuss steel industry compliance with air regulations during Costle's September, 1977 visit to Region III.

evolved. "The federal government has been issuing air grant money to the States since 1967. At first, EPA was viewed by some states as the 'new kid on the block'. Our relations have matured. We now realize both EPA and the states each have their proper niche."

EPA has important research and development, technical support, and training roles – but the States are still on the front line in fighting pollution. Tom thinks the need to complement one another and to work together is as important as ever.

"At times, we've taken a hard line with the States, especially in enforcement, where we've occasionally felt the states were 'too soft'. Now we look at each problem with the States in an effort to determine who can best handle them."

Having observed the changes in environmental problems over the past two decades, Tom indicated that the 1990s view of risk-based decisions emphasizing pollution prevention is clearly where we have to be going.

Al Morris
Director
Water Management Division

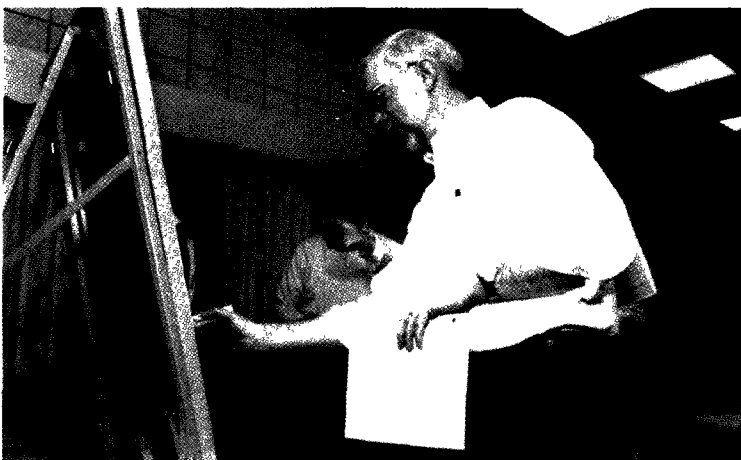


Dr. Alvin Morris, who came to Region III in 1973, is a keen student of management techniques. He has put many of them into practice as Assistant Regional Administrator, Deputy Regional Administrator, and Water Management Division Director. He believes that effective management techniques are the key to improve environmental

protection in Region III. His management achievements are particularly apparent in the Chesapeake Bay Program.

"We are fairly young, both as an agency and in terms of our staff," he responds when asked about Region III's image, "perhaps that is why we are a progressive Agency. We have new problems facing us all the time. Those problems require new solutions, which, in turn, require new ideas or new combinations of old ways of doing things. To meet the challenges, we have developed a culture that puts a premium on solving problems innovatively, rather than by following a cookbook."

Al feels that the Region has developed many basic management strengths over the years. "We do some very good things," he says. "We work to promote people who are enthusiastic, knowledgeable, capable, and committed to the environment. We emphasize innovation and wide participation in our mission." He admires the continuing cooperation of our senior management, and he believes that the participation of Regional personnel on national task forces is very valuable and gets increased national



Al Morris participates in a management improvement seminar.

visibility for the Region. Finally, he says, "Region III people really care about the environment. They want to make the world a better place through their personal efforts."

He has been with EPA since its beginning and is very knowledgeable about the Region and its programs. He recounts the history of the federal water program with insight. "Much of our current philosophy can be traced directly to the Public Health Service drinking water requirements established in the 1950s. Our concern began as health programs for protecting drinking water but



Gary Naumick and Patti Wisniewski inspect a drinking water treatment plant.

took on new dimensions in the 1960s. Rachel Carson's *Silent Spring* sparked studies of ecology and marine life. Beside the sewage and trash in our rivers, it was when forms of marine life that are also economic resources, like fish, crabs, and oysters were being harmed that America really took water quality seriously. Now we must concentrate on controlling toxics and hazardous materials in both surface and ground water. They are insidious threats to our well-being and that of our children and beyond."

"Traditionally, a lot of disease was linked to sewage in water and particulate matter in the air," he says. "The days are gone when we could reduce disease by removing visible, detectable pollution from our air and water. It is true that today's challenges are more complex but the impact of inaction is ominous."

He sees the problems we now have to deal with as much harder to solve technically – the easy parts are done. Toxics are complex and so are the health problems associated with them, which take years to appear and are often irreversible after they occur.

"We need a new approach to environmental management. Some problems are not going to be fixable and our approach needs to be prevention-based rather than restoration-based."

Al is optimistic about the future, based pri-

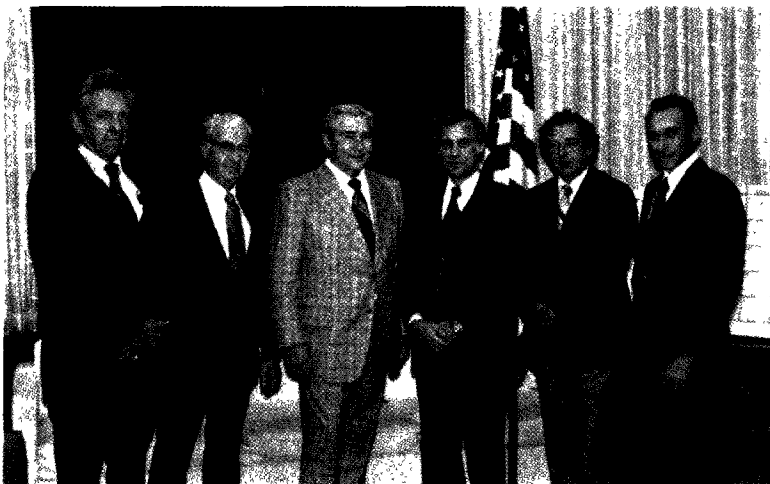
marily upon the expertise and dedication of our employees. "People are looking for opportunities to contribute. Our leadership allows, even promotes, that type of involvement. EPA managers listen to employees. The Agency has subsisted on solving technical problems and we have real experts here.

"The participative aspect of management is part of our future. We must use the expertise of our employees in decisions about what gets done and how we do it." That means big changes in the next five to ten years. He sees Total Quality Improvement as the wave of the future. "It will promote the biggest change in the workforce to be seen in the last 50 years of management."

The Chesapeake Bay Program is typical of many of EPA's "old" programs. "We can define our objectives – we can understand the problems, work day-to-day to fix them. It is easier to relate to a geographical area. There still hasn't been an overall water quality improvement in the Bay. It is still declining but we have had an impact. There has been a 25% reduction in phosphate, due directly to the state bans on phosphate detergents in the 1980s."

The biggest success in the Bay Program is not the science but, rather, public administration. Originally, the states were worried about their own self-interests. Now they understand that their own best-interests are served by working together for the restoration and protection of the Bay. "The states will have to continue to work together if these kinds of improvements are to continue. None will benefit unless all cooperate."

"During the first 20 years," says Al, "we've gone from a situation where EPA did everything and had all the resources and most of the competent staff. Now, our



State Dignitaries were on hand for the Chesapeake Bay grant ceremony with Region III's Jack Schramm and Leonard Mangiacrina in 1977, the first year of the comprehensive study.

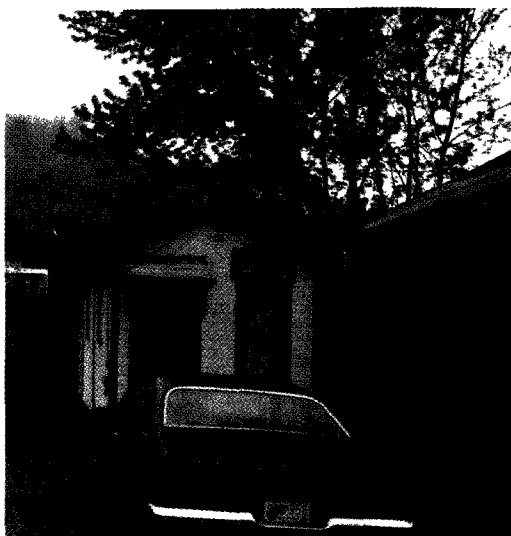
States have the budgets, staff competency, scientific and managerial capabilities to have a real beneficial effect now."

He sees wastewater construction grants as a good example. With the phase-in of the State Revolving Loans, the States will control how wastewater projects are funded.

However, as we have seen time and again, State delegation is a more difficult way to do things. "It is definitely easier to do it yourself than to oversee someone else doing something. We have a lot of people here who are used to being doers and it is a bit frustrating for them."

Al is currently Acting Deputy Regional Administrator. While in that position, he will be expanding some of his management vision throughout the Regional office. He wants to develop the idea of empowering the staff to im-

prove the way they are able to do their jobs, using the tools of Total Quality Improvement; to enhance the ability to make environmental improvements through integrated environmental analysis, enforcement and compliance; and expanding the uses of computer technology like the Geographic Information System to graphically illustrate present conditions and future impacts for both the public and Congress.



EPA Region III's Construction Grants Program has processed applications from a wide variety of municipalities, from tiny Hepzibah, W. Va. (l) to Philadelphia, Pa. (r).

Marcia Mulkey Regional Counsel



Marcia Mulkey, who has been Regional Counsel since 1989, came here five years ago from Headquarters. She is an acute observer of the enforcement scene, a tough negotiator, and a nice person.

Looking back on her years at EPA, she notes, "Some things haven't changed much. We're still dealing with the same steel companies, the same parties," Marcia said. Many things, however, have changed. "There are many new kinds of cases now, like enforcement of the Emergency Planning and Community Right-to-Know Act and cases involving asbestos in schools and Superfund enforcement."

Like most people in the Regional office, Marcia sees that many issues are going to require much more effort before they're solved. "There are still many air pollution problems," she notes.

"Wetlands cases are on the rise. There is a shift toward administrative enforcement under the Clean Water Act. Criminal enforcement has soared. Much of the increase in enforcement has been in the administrative area but we haven't de-emphasized judicial actions, either. We are a regulatory enforcement agency. Our fundamental business has always been, and will always be, regulation and enforcement."

Marcia points out that the Regions are the enforcement arm of the EPA. "We have always been enforcement-oriented. Now, however, the states are getting more involved in formal, deterrence-based enforcement." While

she points out that states have always been enforcement-minded, Marcia has noticed that their capacities for the complex, formal enforcement required today have increased. "There is more state legislation being introduced all the time, too," she continues. "The States watch us. Our experience is very valuable to them."

What other changes has Marcia witnessed? "We've grown. The fact that we're bigger has affected the way we do things. We're more structured, more accountable now." Marcia points to the level of dialogue with headquarters, which, she adds, has matured. The old tensions have eased.

Our workforce has also matured, she contends, and has



Marcia Mulkey and former Regional Counsel Bruce Diamond discuss the many complex legal issues surrounding an environmental enforcement case.

grown professionally in 20 years. "Our approach has worked," she says, "it's what has put us ahead of the rest of the world. However, we have to get smarter, learn to use our tools better."

How will we do that? "The biggest thing to look at in the future will be to what extent our lifestyles will change, and what impact those changes will have on pollution." Marcia feels that waste minimization will become more and more important. "We can't abandon our usual command and control approach — we must continue to place limits on businesses and individuals — but cooperation among all aspects of society will have an impact on our ultimate success."

Another improvement Marcia points to is federal facility compliance. "Federal facilities have improved, particularly the Department of Defense." Why? "They have the money. Federal facility improvement is partly a function of funding and regulatory will. Besides, communities just won't stand for environmental irresponsibility anymore, from the government or anyone else."



Neil Wise and Mike Vaccaro with former paralegal Ann Marvel, nicknamed "Ann Marvelous" for her helpfulness.

Tom Voltaggio
Acting Director
Hazardous Waste Management Division



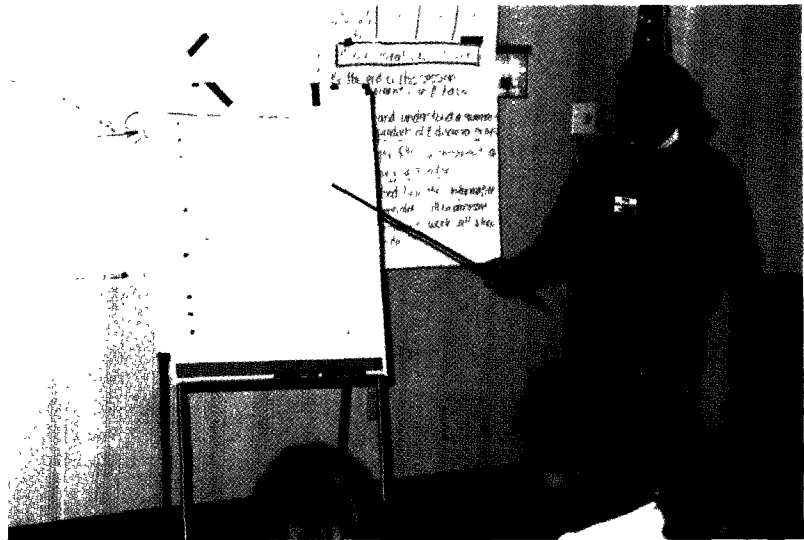
Superfund wasn't even in existence when Tom Voltaggio began his EPA career in 1971. His first nine years at EPA were spent in water and air enforcement, which helped cultivate the well-

rounded knowledge and management skills essential to effectively direct the Region's largest Division. Today, nobody in Region III knows more about Superfund than Tom.

Tom's road to the Region III HWMD front office began as an engineer in Texas in the Region VI permit program for discharging into waterways. Later he moved to Chicago to head the Region V NEPA Compliance program and then to become Chief of the Engineering Section, doing air enforcement. He came to Philadelphia in 1977 as Chief of the Air Enforcement Branch. In 1980, the Comprehensive Environmental Response, Compensation and

Liability Act, or Superfund, became law. Tom, who received responsibility for implementing the program in the Region, witnessed a change in the way the country perceived environmental problems. Love Canal and Times Beach, which drew national attention, caused residents living near Superfund sites to fear that their local site would be the next national catastrophe.

According to Tom, Region III was at the fore in learning how best to work with local communities. "Our Com-



Tom Voltaggio leads a management training session.

munity Relations and Superfund staffs met with citizen groups early on to inform them and listen to their concerns. We have always welcomed citizen input."

Moreover, Region III's Superfund program has always been a national leader and is often cited as an example for other areas. "We have the highest number of site cleanups and some of the most innovative remedial action methods," Tom says.

Public interest in environmental issues began in the early 1970s and has continued to increase.

"People were not used to having federal officials meet with them and offer to help," recalls Tom. "In some cases, people actually blamed EPA for contamination because we were the only ones associated with the site."

Superfund saw its first reauthorization in 1986



Steve Jarvela and Jim Guntle examine Toxic Release Inventory data on the computer while Gertrude Harmon looks for the location on the map.

and Tom noted how it changed the way EPA conducts business. "The law has had a major impact on the way we have to clean up sites now. We can't simply excavate a site and take the refuse to an approved facility any more. The market for innovative technology has expanded tremendously as a result of that and even chemical companies are researching new ways to treat their waste."

One area that Tom sees as crucial in Region III is enforcement.

"Over the years, we've encouraged a shift from using Superfund money first to clean up sites to making responsible parties pay early on. In the next few years, hopefully, industrial operations will be conducted in an environmentally sensitive manner. For now, though, we need a strong stand on enforcement."

The issues of waste management and disposal affects in-

dustry, all levels of government, and the public. In the coming decade, Region III's RCRA program is concentrating more on corrective action at former disposal sites and hazardous waste facilities and enforcement of hazardous waste management regulations. Also, just as Superfund has always actively addressed the concerns of communities in the decision-making process, RCRA now includes requirements for community involvement and education.

Finally, Tom points to pollution prevention as the wave of the future. "Pollution prevention and recycling are examples of ways in which people are changing their thinking. Not only EPA but industry and local governments are researching ways to curtail practices that were not conducive to pollution prevention and making way for more environmentally sound choices."



Steve Wassersug briefs Administrator Reilly and Regional Administrator Erickson on the Publicker Superfund site in Philadelphia.



Mary Anne Daly oversees contractor work at one of over 150 hazardous waste Superfund sites in Region III.

Bill Wisniewski Assistant Regional Administrator



Bill Wisniewski has been with Region III since 1976, first with the Management Division. When EPA initiated a move to create Assistant Regional Administrators for Policy and Management, Bill was chosen.

"Wiz," as he is known around the Regional Office, presides over a somewhat "invisible" domain. They provide the support services, unseen by the

public, that keep the Region running smoothly and enable the rest of the Region's employees to do their jobs. His purview includes payroll, contracting, human resources, information services, travel, supplies, mail and other services without which the Region's many other functions and activities would grind to a halt.

Bill has witnessed many changes in Regional operations but a common thread runs through all of them. "Both the size and complexity of probably all of our programs have grown," he says. The big difference? "Up until the mid-1980s, we were a small Agency, quite informal — everybody knew everyone, there was a lot of personal communication. Things were less structured and formal. However, as we grew, programs had to become more structured, if only because of the sheer number of employees."

In the early days, many activities were done manually and things could often be done based on one person's personal knowledge. For example, bills could be processed by one person, who could also authorize payment. Travel could be manually done by a part-time person when there were only a few hundred people. There were no travel agents. People travelled with a "blue card" that



What was once the Region III legal library has expanded into a full-service Information Resource Center where Librarian Diane McCreary can help visitors find materials in print as well as on computer databases and microfiche. Attorney Jim Baker researches a case while Joyce Baker offers assistance.

they used for transportation. Paychecks were only distributed in the office — no mailing, no direct deposit. "Things were very basic through the 1970s," he sums up. "We didn't even have a computer room until the early 1980s. We did have calculators and electric typewriters, though. I remember when memory typewriters were a big thing."

Bill recalls other examples from the Agency's

first decade. "In the 1970s," he says, "there was no Human Resources Program, only a basic personnel office. All training was done through the Office of Personnel Management. There were no management retreats, no EPA Institute, no Health Unit Or Fitness Center, no FWP, no SAC, WISE, BEPAC, or HEPAC. The



The Office of Policy and Management ensures that the Region keeps up with advances in office technology by purchasing equipment like electric file retrievers and computers.



Graduates of Temple University Environmental Studies Program, a human resources initiative to improve the career potential of administrative staff.

only special emphasis group for years was the EEO Council. When I started with EPA, there were no faxes, E-mail, or even express mail. Now we're surrounded with technology." He goes on, however, to say that we're not nearly state-of-the-art, despite the many obvious improvements he has seen.

He credits two events as being responsible for the changes that have taken place – the advent of Superfund in



Bill Wisniewski proudly shows off the Fitness Center to Rob Cahill from EPA Headquarters while Tom Maslany, Steve Wassersug, Al Morris, Abe Ferdas, Ken Kryszczun and Mary Tilghman watch a demonstration of the equipment.

1980 and the 1984 move from the Curtis Building. "Superfund helped bring the other programs along," he says. "It had a big impact on office technology and grades throughout the region. Superfund set a precedent that definitely carried on to other programs." About the move to 841 Chestnut Street, Bill says, "The Curtis Building was famous for fragmented offices. It was old and space was very broken up. Space is still a huge problem. There is never enough but we're a long way from the green army desks and tile floors of the Curtis Building."

"In my capacity as Assistant Regional Administrator," he says, "I see two principal goals for the future – to improve and increase working space so that every employee has optimal working conditions and to enhance office automation to the point where there is a computer on every desk."

"Policy and Management is now getting well-deserved respect. The Regional staff realizes how important support services are to their ability to do their jobs.

However, there has also been a big change in the orientation of our support people. We're much more oriented toward customer service. It is an attitude we've worked hard to achieve." Bill is proud of the job his people have done but says, "It's important to me that my people are recognized. Sometimes the best recognition is simply a thank you or a 'job well done' from our customers."

Currently, Bill is Acting Director of the Water Management Division.



Vicki Binetti leads a management training session.

Elaine Wright
Director
Office of External Affairs



When Elaine Wright participated, as a college student, in Earth Day in 1970, she had no idea what significance that day would have on the nation or herself. "I failed to see how it differed from other springtime activities on campus supporting ZPG or demonstrating against the Vietnam War," she says.

A year later, as a graduate student at the University of Virginia, Elaine never noticed the nondescript brick buildings across from the Barracks Road Shopping Center in Charlottesville. She did not realize then how much of her life would become involved with the brand new organization that set up shop there. "After all, those were the days when we trusted neither the government nor anyone over 30. Now many of us at EPA are both."

Ten years later as Personnel Officer for EPA Region III, Elaine was responsible for dismantling the external affairs organization called OIRPA. She implemented the reorganization which established the Office of Public Affairs and the Office of Congressional and Intergovernmental Relations as separate groups. It was another ironic twist of fate that Elaine was asked, in January 1990, to reunite the two into the Office of External Affairs and assume the position of Director. Suddenly, she was thrust from the job of managing the Regional budget, staffing and resources as Deputy Assistant Regional Administrator to the spotlight of news media, Congressional and State issues.

It was on-the-job training at an accelerated pace. The first week in the new position it rained heavily. "As Deputy ARA, rain never really impacted me. But in this new job, I saw my career almost float down the Shenandoah River with the big black plug at Avtex when the Senators, Congressmen and press began to call and the Regional Administrator looked to me to handle it," Elaine says.

Avtex was followed quickly by the Buckeye Oil Spill. Janet Viniski, the Director of Public Affairs, gave Elaine advice based on years of media experience. "Oil spills always occur on Sundays and usually occur in Pittsburgh," Janet said. "She was right," says Elaine. "Another oil spill followed shortly on a Sunday in Pittsburgh."

Larry Teller, the Director of the Office of Congressional and Intergovernmental Relations,

introduced Elaine to the world of Congressional staffers and State Secretaries. Water Quality Standards, non-implementation suits, wetlands and Superfund sites always keep those relations exciting.

In the spring of 1990, the planning for Earth Week festivities was followed quickly by organizing and hosting the first environmental Town Meeting with EPA Administrator Reilly. Elaine says, "Planning for that event was a baptism of fire. I had to coordinate with many different people in Headquarters, negotiate with citizen action groups, deal with the media and manage logistics. It was a great way to learn many of the facets of External Affairs all at once."

Meanwhile, there was the challenge of reuniting Public Affairs with Congressional and Intergovernmental Liaison into one management unit after nearly eight years of separation. "The job was made easier because the people were so good. They are all professionals in their jobs, whether State Liaison Officers or Public Affairs Specialists, the Center for Environmental Learning or the great secretarial staff. Each one was cooperative and helpful, whether handling FOIAs or community relations," Elaine says.

The first Public Affairs Director was Jim Boyer in Charlottesville. He decided not to follow the new Region III contingent north to Philadelphia but instead went west to become the Public Affairs Officer in EPA Region VIII in Denver.

Mark Silverman was the first Public Affairs Officer in Philadelphia. He was followed by Gary Brooter and Diane Margenau.

In 1978, the Office of Intergovernmental Relations and Public Awareness (OIRPA) was formed, headed by Nick DeBenedictis, and, then, George Pence. OIRPA pulled together over 50 people from Public Affairs, Congress-



Janet Viniski, Janice Donlon, Evelyn MacKnight and Richard Kampf sort pictures for the Twentieth Anniversary book.

sional and Intergovernmental Relations, the Environmental Impact Branch and a variety of special positions such as Federal Regional Council and the River Basin Commission liaison. Sandi Otskivi was Director of Public Affairs while Bob Taylor handled intergovernmental duties.

As part of OIRPA, State Program Officers, who had formerly had offices in the State Capitols, returned to the Regional Office as State Liaison Officers. Their role continued to be enhancing State relations and negotiating a comprehensive State/EPA agreement. Big issues they handled included the construction of the Washington, D.C. (Blue Plains) and Philadelphia municipal wastewater treatment plants, the Chesapeake Bay Study, air pollution control of the steel and electric utility industries, ending Philadelphia's dumping of sewage sludge into the ocean, Three Mile Island, and hazardous waste pouring into the Susquehanna River from the Butler Mine Tunnel. As the 1970s drew to an end, a downturn in the economy was strengthening public doubt about the need for expensive pollution control equipment. Steelworkers, miners and farmers pointed accusing fingers at EPA over layoffs. Public and Congressional Affairs tried to convince the public it was worth the cost to clean up the environment.

While public concern over air and water quality issues seemed to be abating, interest in toxics and hazardous waste was growing. By the end of 1980, External Affairs people were explaining the new hazardous waste management regulations, Ronald Reagan was elected President and the Superfund hazardous waste cleanup bill was passed. Within months, Public Affairs began going to Superfund sites, knocking on doors, holding public meetings, organizing press conferences and briefing local officials on this new program and the hazard in their communities.

During the controversial days of 1981–1983, reporters grilled the Regional Press Office on every issue, looking for a scoop on every story. One reporter made a fuss over the approval of imported leather furniture for a sewage treatment plant. The truth was that the reviewing engineer passed over that item because his expertise was in tanks and pipes, not furniture. A headline blared "ENVIRONMENTAL POISONING AGENCY," when it was revealed that one of our waste haulers was convicted of illegal dumping. A woman called reporters complaining that EPA was doing nothing about toxics going into her well. Her own septic tank turned out to be the culprit.

OIRPA was disbanded in 1982, moving the Environmental Impact Branch into the Management Division, and creating two separate Congressional and Public Affairs offices headed by Dick Pastor and George Bochanski, respectively.

Bill Ruckelshaus returned to EPA in 1983. Congress strengthened the public involvement requirements in the 1984 HSWA amendments and the 1986 Superfund amendments. Outreach was no longer just a good idea, public meetings to obtain comments on cleanup decisions at Superfund sites were mandatory.

In the mid-1980s, EPA began to take a hard look at the way it communicates. For example, the public panic caused by the 1983 announcement about the carcinogenicity of the widely-used pesticide EDB generated a large-scale effort to improve the Agency's communications, particularly on risk. Ironically, a few years later, EPA was accused of downplaying the threat of the pesticide ALAR, which was used on many apples and caused a similar panic. More recently, EPA has been accused of exacerbating the risk of asbestos exposure by

not adequately warning the public about the hazards of improper removal.

"In the future," says Elaine, "balanced risk communication will continue to be a challenge for our office as we move through EPA's third decade."

In 1987, the Center for Environmental Learning was born in Region III. Its goals are to integrate Environmental Education Programs into EPA's organization, to expand outlets for environmental

issues, to excite young people about careers in environmental management, and to help future generations avoid the same mistakes through knowledge of pollution prevention and the impact of their individual actions.

Today, there is a heightened awareness of the value of protecting the environment. Elementary schools are weaving "environmentalism" throughout their curricula. Corporations are issuing codes of environmental ethics. A new Clean Air Act is nearly in place with Pollution Prevention and Environmental Education legislation hopefully not far behind.

The impact of Region III now extends beyond the mid-Atlantic states as we send and host delegations to many countries around the world.

"On the eve of the 20th birthday of EPA, we can see we have all come a long way from Charlottesville, Virginia and the original Earth Day. But we also have a long way to go. I hope in 20 years," says Elaine, "we will be just as proud of what we in Region III have accomplished as we are today."



Greene Jones, Ted Erickson, Elaine Wright and Bill Wisniewski participate in the Region III Earth Day 1990 Cleanup/Greenup at Independence National Historical Park in Philadelphia.

Region III's Employees

Ken Kryszczun "The most exciting thing to me in spending 17 of the first 20 years with EPA was growing with the agency — starting as a young scientist and tackling environmental problems which had never been addressed before, and being with the Agency as it grew from a couple of hundred employees to around 900 in the Region III office."

Andrew Uricheck "EPA Region III was created in September, 1971. We moved into temporary space which changed frequently, with little furniture and no phones. For months, we shared desks and telephones and felt that we were some M*A*S*H unit on the front lines of the pollution war. It was great! We couldn't wait to get to work."

Robin Cole

"I've been with EPA since 1983. During my seven years I have had the opportunity to work with people who were caring, supportive and ambitious. Although I have a technical background, I was able to propose and help develop a human resources project (Environmental Studies Program) and design an Environmental coloring book which was, and will continue to be, used for Outreach activities. EPA allows you the opportunity to use your talents to help make a difference!"

Howard Billman "EPA Region III has gathered the most dedicated and intelligent young people throughout the ten regions of the Agency. The credit is largely due to our excellent management team and its ability to recruit the finest employees the country has to offer. But the willingness of these gifted young men and women to serve in the environmental cause speaks well of the Agency's mission too. It was Region III's leadership in the field that initially attracted our excellent staff, and Region III's unceasing aim for higher standards of

excellence that continues to attract the best into it's growing ranks."

Steven J. Donohue "I have always been interested in life sciences and natural history. After graduating college, I contemplated a career with EPA but my career path led in a different direction. Now, ten years later, with experience in research and consulting, I find myself at EPA. Reflecting on my first year at Region III, I have found it professionally challenging and interesting,

glad Region III saw a star and grabbed her!"

H.P. Brubaker "None of my favorite



Former Region III Administrator Jack Schramm presents the first Glen Witmer Award to Dennis Carney. Regional Employees select the winner annually in honor of a young, dedicated EPA engineer who died of cancer at an early age.

stories about Region III are printable here. The most enduring and continuing strength of EPA is the number of people who want to come to work here, even though they know they are not good bureaucrats, because they believe in the Agency and its mission. From Ed Furia and Smith Freeman right down through ----, (you fill in your own favorite), Region III has seen a lot of dedicated characters rest here awhile and move on."

Robert Thomson "I hope the Agency can accomplish as much in the next 20 years as it has done in the past 20. Let's look to EPA — 20 and forward!"

Andrea Parker "Late one afternoon, shortly after the big Alaska oil spill, a new receptionist, apparently unsure of what Information Resources means in the context of the Agency, forwarded a call to IRMB. I



Iz Milner, Dan Snyder, Dan Sweeney, Charlie Jones and Dale Wismer recall the early years at EPA.

and personally a pleasant and fulfilling place to work."

Gerallyn Valls "I'm certainly no 20-

year veteran, but I do remember in 1985 when this 'stranger' from the Academy of Natural Sciences came to work with us on the Chesapeake Bay Program. Vicki Biavetti turned out to be simply a super person. As the years have passed, we've each gone on to different programs, but now she's been Acting WMD Deputy Director! Whew! Vicki, I'm proud of you! And I'm



The Employees' Association sponsors many activities. Pictured is the Endangered Species softball team. Back: Bob Davis, Jim Baker, Jim Miller, Joe Smith, Francisco Barba, Jim Gouvas and Dennis Carney. Front: Lorie Acker, Jim Heenehan, Bill Hagel, Bob Koroncai, Gary Gross and Ray Germann.

answered. It sounded like a high school student. He asked what I was doing about the oil spill in Alaska."

Dawn A. Ioven "Twenty years ago,

scores of environmentally-conscious individuals with unsurpassed dedication joined forces to accomplish the formidable task of achieving a clean, healthy environment. Although some of the mission has been realized, in the future, EPA must encourage tough environmental laws, emphasize recycling, and, concomitantly with other government agencies, continue to increase public awareness of local and global issues, including acid rain and deforestation. All people must assume responsibility for protecting our planet from further devastation; the burden of explicitly conveying this message is one that the Agency must bear."

Joan Goodis "I'm new to EPA but I have been working for the U.S. Government for over 20 years. In all those years I have not witnessed the spirit and sense of purpose that are so evident here at EPA. It is exciting to work for and with such a committed, bright, and vital group of people. It's like the Peace Corps in the 60's."

Amy Barnett "Being in Public Affairs, I have found that the most important skill I have is effective communication. The public is sometimes upset about our decisions, but, no matter what those decisions are, they are always upset if they are not included in the information loop — if they don't hear about the choices and are able to offer their opinions."

Daniel Ryan "In 1970, when EPA was founded, we measured contaminants in the parts-per-million. Now we can detect pollution in the parts-per-trillion range. Pretty soon we'll determine that everything is contaminated. Talk about job security!"

Jeffrey J. Burke "Region III has been looked upon as an example of excellence by Headquarters and the other Regions. I look forward to continuing that tradition."

Jon Capacasa "As lead Technical Contact for the Region in the first civil action involving the City of Philadelphia wastewater pollution (1977-78), I was involved in many negotiations. It has been extremely gratifying, though, to see wastewater treatment plants built and major improvements in the quality of the Delaware River. The riverfront is now a hotbed of recreational and economic activity."

Rick Rogers "About the time you become frustrated to the hilt with red tape and paperwork, a call comes through from a citizen who has gotten the royal run-around from everyone else. You're able to help them interpret their problem or send them in the right direction. The appreciation you receive from these calls can carry you through the day or week. It's a great reason to be here."

Steve Copeland "On one of my previous jobs, I was inspecting coke plants at iron and steels mills for air

Mikal Shabazz "It is only by God's grace that we have been given the gifts of life and provided with all the resources to maintain and develop it. Therefore, it behooves us to show our



Air, Toxics and Radiation Management Division employees celebrate Earth Day 1990 by cleaning up Philadelphia's Fairmount Park.

gratitude and appreciation to our benefactor by doing everything we can to the utmost of our ability in protecting our natural resources from every kind of pollution so that we and our successors can get the maximum benefit that life has to offer."

Larry Teller "This is from the 'some day, with luck, we'll laugh about it' department. On an unhappy Friday morning in 1978, Dr. Al Morris, then Deputy Regional Administrator, met with several dozen of us who faced substantial demotions based on a massive desk audit by the Civil Service Commission. After Dr. Morris explained what faced us and EPA, Dick Pastor asked what we should do. Without hesitation, Dr. Morris replied, 'Do your jobs!' How right he was."

Janet Viniski "My fondest memories over the past ten years at EPA are, ironically, of 16-hour days at Superfund emergency sites. There was an *esprit de corps* that was hard to match. Memories also will stay with me of being pelted by questions from reporters as well as by a friendly fire of pebbles in the ever-present out-house. Whenever I hear the song 'On the Road Again', I think of Tom Massey, Phil Retallick, Bob Caron, Dr. Joe, Bucky Walters, and all of the others who worked so hard on-site but always had time to answer my endless questions."



Region III employees are on their feet to recognize their fellow workers' achievements at the annual awards ceremony.

pollution. A veteran coke worker came up to me and said, in between coughing his lungs off, 'What are you doing here — trying to take my job from me? I've been breathing this air for 25 years and I'm still here!' The man died 3 months after retirement — of lung cancer."

Ed Furia (1972 – 73)

Ed Furia could not be reached for comment. However, upon his resignation on February 13, 1973, he had the following words for Region III employees:

"In the year and a half I have served as Regional Administrator, I have witnessed some remarkable changes in this organization. From our chaotic beginnings on the 6th Floor [of the Curtis Building], we have moved twice, we have almost doubled in size; we have achieved the programmed objectives of the Agency while cleaning up the largest (and *unprogrammed*) inland oil spill in United States history while responding to the environmental challenges presented by the greatest natural disaster in United States history – Hurricane Agnes; we have established that this Region of the EPA takes its job seriously and that it will enforce the laws to insure that environmental quality will be achieved; we have slowly begun to understand the importance of integrating our efforts to solve environmental problems so that the solution of one problem does not produce another."

"Little further need exists for EPA to 'prove itself' to older state bureaucracies, industry or to the general public. But in the future, your job must be to hold the ground we've gained – and to gain more. To do this, you will have to continue to set an example of excellence for all to follow.

"Our jobs are important because the public expects us to protect their health and their planet. This environmental protection business demands our full commitment."

Dan Snyder (1973 – 77)

"Twenty years ago today (it seems like yesterday), as a staff counsel on Capitol Hill I was working on environmental legislation and discussing the details of the Executive Order that created EPA. Nobody knew what EPA



was or should be then; only that we had to do something about the soot-blackened hazy skies and brown rivers that had come to characterize industrialized America. The promise of Earth Day 1970 had to be given form and substance.

"EPA was blessed, and has largely been blessed, with excellent leadership at the top. I worked for two of the best. Bill Ruckelshaus, with his self-deprecating sense of humor

and tremendous leadership; Russ Train, with his dry, urbane wit and unflinching sense of integrity even in the face of almost unbearable White House and Congressional pressure.

"With the failure of the War on Poverty's Community

Action Agency firmly in mind we set out to create an agency like no other that had gone before:

an Agency that was not afraid to use the media to fight its battles and educate the public.....an Agency staffed by the best technical professionals of.....their era who bring a sense of mission to their jobs.....an Agency with the integrity to pursue criminal enforcement against the largest, most powerful corporate violators who are not afraid to use political pressure.....an Agency that let its top talent mature and either form the backbone of its programs or go on to make a major contribution in their fields (Jim Seif, Steve Wassersug, Eileen Glenn, Nick deBenedictis, Jim Manwaring, Sue Legro, Tom Maslany, Greene Jones, Abe Ferdas, Bob Mitkus, Maureen Carol Graham, Al Morris, Al Montague, Bernie Turlinski, Howard Heim, to name only a very few).....an Agency where technical expertise and hard work was rewarded with good working conditions and international recognition.

"Since 1977, when I resigned as Regional Administrator, the Agency has survived Presidential attempts to destroy it and grown to be a major force in executive branch policy making. I have practiced environmental law, run an energy company in the Rocky Mountain West, and founded two environmental companies. As an environmental lawyer, I have dealt with a wide range of environmental issues.

"My avocation and passion remains the conservation of our land resources. As the General Partner of Buck and Doe Associates, I raised the money to preserve the 5300 acre King Ranch tract in Western Chester County. The Phantom Canyon ranch project in Colorado employed a similar preservation concept.

"My environmental career has given me interesting travel, a great sense of job satisfaction, a constant range of exciting problems to resolve, and friendship with three generations of outstanding conservationists like Russ Train, Frank Masland of the National Park Commission, Pat Noonan of the Nature Conservancy, the late Ralph Abele, former director of the Pennsylvania Fish Commission, Peter Duncan, the head of the Game Commission, and others.

"The next 20 years for EPA will be tougher than the last. Budget pressures and the need to rebuild U.S. competitiveness in the post-Cold War marketplace means the Agency will have to justify the resources it is requesting. It must also deliver on its promise of a healthy environment to an increasingly impatient public. If the Agency is to pursue this mission, it must avoid easy quick fix solutions.

"EPA has always had the talent to make a major impact. This talent must be effectively managed if the Agency is to realize its potential."

Jack Schramm (1977 – 81)

"Mark my words, someday you'll say these were the good old days!" I wanted us to remember, in that farewell, our sense of purpose and camaraderie as we struggle to improve the environment during tough times. Memories crowd back:



Al Morris intoning, 'Excellence Is Its Own Reward'.....Steve Wassersug frustrated over Westvaco and triumphant in bringing home the Allegheny County SIP.....Greene Jones carefully scattering POTW dollars and juggling grenades from Hizzoner, the contentious D.C. infrastructure crowd, and the

Chesapeake Bay watermen.....Sheldon Novick trying to settle regional jitters following Three Mile Island.....the telephone growing out of a De-Benedictis ear.....the first drumbeats over acid rain, the struggle over I & M, steel enforcement; what we found in everyone's drinking water; and the birth of RCRA and CERCLA. Exciting times! Finally, there was Stan Laskowski exploring the Volcanus' availability to incinerate our stockpiled James River kepone. Instead, I caught the Waste Management ship (after President Carter's ship of state ran aground!) and sailed with her in sometime hostile D.C. waters for eight years thereafter — before moving into environmental consulting last year.

"I will never forget my EPA colleagues and friends with whom I was privileged to serve for four very exciting years.

"Congratulations, EPA, on proudly reaching your Twentieth!"

Pete Bibko (1981–83)

Peter Bibko is sworn in as Regional Administrator.

Tom Eichler (1983 – 85)

"I had the honor of being appointed by Bill Ruckelshaus as Region III Administrator in July 1983, at a time when the Agency was about to make a giant rebound. It was a great privilege to have the opportunity to see that Region III was a leader in the restoration in public confidence in EPA. The outstanding professional staff in the Region was more than ready for the Administrator's commitment to delegation and Regional decision making. Priority areas included turning the Chesapeake Bay project into long-term implementation in partnership with the States and other federal agencies. This included the Bay Conference and Agreement signed by the three Bay-State Governors, the Mayor of DC, and the Administrator; accompanying the Administrator to the Pentagon for signature of the EPA-DOD agreement on bringing 40 Bay defense establishments into compliance with Bay goals; accompanying the Administrator to a major Bay-protection bill signing in Maryland with Governor Hughes, and a tour of lower Bay issues with Governor Robb. With the Administrator's leadership, and some help from the President, everyone wanted to get into the act, and we gave to all meaningful roles to play on a unique and very complex project.

"We also got our hazardous waste program into high gear, with a streamlined organization and an influx of new staff. Governor Dick Thornburgh joined us for a joint press conference to announce speed-up of Superfund site development through a joint EPA-Pennsylvania partnership. Delaware Governor DuPont joined us for an announcement of the first state delegation to operate the RCRA hazardous waste 'cradle to grave' permitting program, a national first.

"Stepped up law enforcement on all fronts from asbestos to volatile organics was highlighted by unprecedented, and successful, suits against the District of Columbia for serious water and air emissions failures. Our new multimedia inspection team matured just in time to handle the American Cyanamid issues at Institute, W. Va. in the wake of the Bhopal disaster. Attention to enhancing the quality of scientific judgement, Regional expertise on coastal issues, and affirmative action hiring were all priorities which enhanced the leadership role of Region III.

"The Special Achievement Award which I received from the Administrator in January, 1985 was a tribute to the men and women who are the Region III team."



Jim Seif (1985 – 88)

"Last April 22 – Earth Day 1990 – saw me and my two little girls in Fairmount Park. There was a lot to see, including some EPA Region III people staffing a booth. When Lauren, who would turn five shortly, was asked that evening what she had liked most, it turned out to be



the large number and variety of trash cans. 'There were forty-two-fifteen!' she said. This kid knows how to get down to basics.

"I remember the first Earth Day. The City of Pittsburgh was surprised by the number of people who showed up at Shenley Park and – you guessed it – the trash cans were immediately overwhelmed and the mess was

enormous. The 20 years between Earth Days, the same 20 years of EPA's existence, have seen incredible change. When I served as one of Steve Wassersug's Branch Chiefs in 1975, the whole Region numbered a few hundred. When I returned in 1985, Steve was still there (a bit more gray) but in charge of a single Division that size, enforcing laws we hadn't even heard of a decade before. Some even more important changes have occurred. Environmentalism has clearly gone mainstream.

Consider:

"Last year I met a man who was about to retire as maintenance manager at a large chemical plant. He had little formal education, but possessed a keen eye for changes among his own work force. Ten years ago, he said, his people felt this 'environmental stuff' was a bother. 'But now, we agree with it, even the parts we can't understand!'

"Last June the Annual Hazmat exhibition in Atlantic City featured display booths for over 1,000 environmental businesses. These companies (most of them, anyway) are making money by solving problems not heard of in 1970.

"When I joined Dechert, Price & Rhoads in January 1989, I discovered that nearly half of the work of our Environmental Service Group involved no contact at all with regulatory agencies. Private transactions, such as mergers, acquisitions and loans now involve a heavy dose of environmental lawyering. In large corporations, managers at all levels are factoring environmental considerations into their decisions.

"It's hard to say what my two kids will see on Earth Day 2010. There may still be 'forty-two-fifteen' trash cans and I'm sure there will still be an EPA. What is equally clear, if the past 20 years is any clue, is that environmental concerns will have changed in ways we cannot imagine. In any event, like most of you, I look forward to being a part of it all.

"Meanwhile, EPA, Happy Twentieth Birthday!"



Former Employees

Joseph M. Manko Manko, Gold & Katcher

"My years at EPA were an oasis in a legal desert. Before, I was a securities lawyer and, since, I have been engaged in the private practice of environmental law. They were the 'good old days' when the RA, DRA, and I, as Regional Counsel, could determine policy for the Region and proceed with it until called on the carpet by Headquarters. In most cases, what we did was well received and often became policy for other Regions.

"The people with whom I worked were outstanding and I am pleased to still be in touch with many of them today."

Edmund J. Skernolis Waste Management, Inc.

"In my 14 years at EPA (1972-86), I was given many diverse and challenging opportunities to serve the Agency's goals and grow with its mission. Since leaving, I have used that extensive experience in managing government affairs for the largest environmental services company in the country.

"My transition to the private sector has, however, been made easy by the lessons one learns well at EPA, especially in Region III – an abiding respect for the environment, for the professional commitment



Dick Pastor talked daily to Commonwealth officials as Pennsylvania Program Officer.

of those involved, and for cooperation and common sense.

"I can assure my old colleagues of the continuing high respect for Region III within our environmental community, which we alumni share with you as a badge of honor."

Richard J. Pastor Envirosafe Mgmt. Services, Inc.

"After 15 years with the Agency my departure came with mixed emotions.

"Not only did my tenure provide one of the best learning experiences one could receive in the realities of the environmental field, but it also provided the opportunity to meet some of the best-trained, most committed, totally dedicated individuals in public service. It is these people, many of whom I still consider close friends, who really are the heart and soul of the agency.

"No matter in which program or under what budget or time constraints placed upon them by others, these people would respond with an enthusiasm which foretold success for the project or program. It is these people that I miss the most.

"Since leaving the Agency I have had the opportunity to work with many different EPA Regional offices and State Agencies. Region III still stands out as one of the environmentally conscious and rationally managed operations in the regulatory arena and for that reason they will remain successful."

Michael J. Chern N.J. American Water Company

"During my 12 years with EPA, I saw a great many things that changed and some things that never changed. Among the changes were manpower levels. In 1974, the Region III Office occupied only one floor in the Curtis Building and I knew by name just about everyone who worked for the Agency. By 1986, the staff had tripled and many people were strangers. In 1974, the public saw us as good guys. By 1986, we weren't quite so popular. But whatever else changed, one thing never did – the commitment of the EPA staff. As a whole, I have never worked with a finer and more dedicated group of people. After more than four years, I still miss them."

Nicholas DeBenedictis Philadelphia Electric Company

"In 1972, I was fresh out of college, and eager to use my environmental engineering degree. EPA Region III provided me a great opportunity to use both my technical and communication skills. We were 'pioneers' in the early 1970s, setting the initial standards for en-



Harry Blount's retirement dinner was a rare occasion for Nick DeBenedictis because the average age of the Region III staff was 30.

vironmental projects and concerns which would be dealt with by the Agency, and learning how the public would come to view environmental protection issues.

"Our work with sensitive environmental reviews, urban area pollution improvement projects, and public policy helped form positive impressions about the effectiveness and importance of the EPA with officials in federal, state and local governments.

"I received the knowledge and experience to take on the challenges that faced me as I moved onto my work with the Commonwealth of Pennsylvania, the Philadelphia Chamber of Commerce, and my current position at Philadelphia Electric. I will always be grateful for the experiences and knowledge I received at the EPA."

Howard R. Heim, Jr. Anitec Image Corporation

"I left the U.S. Environmental Protection Agency, Region III in May of 1980. At that time I was Chief of the Air Programs Branch. After leaving the EPA, I joined E.I. DuPont as an Environmental Coordinator. I was in charge of the major environmental programs for a film manufacturing plant of about 1000 employees. My EPA experience, particularly in hazardous waste and water, was invaluable."

able for my career.

"I worked for DuPont for 8 years and, after an assignment with an environmental consulting company, joined Anitec Image Corporation as Manager of Environmental Control. I manage a staff of six environmental, safety, and industrial hygiene professionals. My position at Anitec is international. Anitec's facilities in England, Switzerland, Belgium, France, and Australia, including Ilford film plants, have well-trained environmental staffs who are geared to meet international environmental regulations.

"Upon reflection, the years I worked at EPA Region III provided me with invaluable experience in preparing for my career outside of government.

"I am not at all surprised that the EPA is celebrating a 20th anniversary. With the popular support gathered in the last twenty years, I am sure we will be participating in a 30th anniversary ten years from now."

Michael Zickler
Roy F. Weston, Inc.

"After leaving EPA, I worked with Foster Wheeler Enviresponse for 14 months on an EPA-dedicated contract supporting the Office of Research and Development. In 1989, I joined Weston as Regional Manager of the Technical Assistance Team in Cherry Hill. Another EPA-dedicated contract, this one supports the Super-

interesting assignments during my career, including the James River kepone spill in 1976, disaster relief efforts in Puerto Rico in 1975, and the post-Bhopal investigations in 1985. More important, I met a lot of interesting, talented and dedicated people, many of whom are still close friends today. And yes, I still bike to work!"

Rebecca L. Taggart
U.S. State Department

"I came to EPA after graduate school. I wanted to work at EPA so badly that I waited out a hiring freeze for four months and finally got hired in February, 1987. It was worth the wait, but I have now been spoiled for life. The people at Region III are truly a joy to work with: intelligent, committed and able to have a sense of humor in difficult situations. The work was varied and challenging.

"Although I remained an Air Division employee during my tenure at Region III, I especially enjoyed my involvement with the regional comparative risk project, since it broke down the walls between divisions and brought many of us together for over a year. The list could go on and on, but the bottom line is that EPA Region III was and is a great place to be."

E. Ann Cardinal
SRA Technologies,

"I spent several years as a citizen activist in the environmental movement followed by more years of working for private and quasi-governmental organizations. I had the privilege of working with many EPA and state environmental staff and management. I thoroughly enjoyed my interactions with the EPA people because of their caring – instead of just following the rules and regulations they cared about people and the environment.

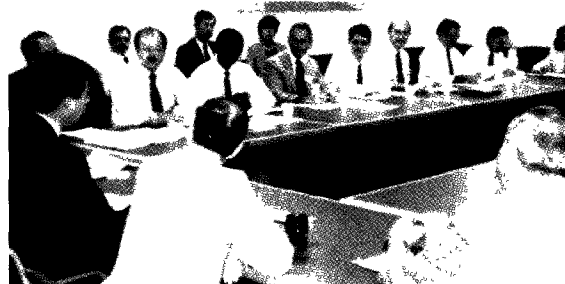
"When I came to Region III, I found the staff wanted to do the right thing for the environment and people. There was a

widespread belief that people needed to listen to others and learn from them. This made my stay at EPA very enjoyable because I felt I had a lot to say and many listened to me when I told of my experiences and thoughts on how to better interact with the general citizenry of the Region. Happy Birthday EPA, Region III!"

Public and Private Partners

David Bailly
Virginia EDF

"The relationship of the Va. EDF with Region III has often been in-



Larry Teller and Rich Kampf host a Chemical Industry Forum as part of the outreach program for the regulated community.

fluenced, like those with most environmental groups, by the attitude and posture of the President.

"Throughout the years, however, Region III has been fortunate to have a smaller turnover of staff. They have tried, by and large, to chart a steady course of environmental protection through changing times. The Region has typified a reasonable relationship between EPA, the States and the environmental community.

"As more authority and real power is given to the States, Region III faces a new and serious challenge to continue to supervise State programs and maintain an open and meaningful dialogue with environmental groups. EDF will continue to do its part to help foster that relationship."

Ruth Patrick
Academy of Natural Sciences

"Many changes have occurred in our methods of evaluation of toxicity since 1970. In those days the most advanced method of evaluating pollution was a 96 hour



Mike Zickler welcomes Administrator Lee Thomas to the Emergency Response office.

fund Removal Branch in Region III, where I had been working when there. I feel very fortunate in my current position to enjoy the benefits of private industry while still providing quality service to and maintaining contact with EPA.

"I have been involved with some

TLM, now called an LC50, which was performed on a bluegill. We realized this was not sufficient to determine toxicity and that we must look at the most sensitive stages of nutrient transfer in the life history of organisms and at least three stages in the food web.

"Now we must go into the field and study the whole community. EPA has been a leader in this ever-advancing field and is taking a more holistic approach involving chemistry and biology in studying the effects on the whole ecosystem. It has been very stimulating to be associated with this great organization over the years."

Hon. Maurice Goddard
Former Secretary
Pa. DER

"EPA has been a major factor in the improvement in the quality of life in the United States over the past 20 years. It is hard to believe they have passed so quickly and that so much has been accomplished.

"The improvement of the water quality in the Delaware River Estuary is a dramatic example of what has been achieved.

Time Magazine last year reported that the Delaware River Estuary was the cleanest on any American coast. Over 30 species of aquatic life have increased in population. Continued increases of shad runs is a classic example. The records in many other areas of concern such as air quality, drinking water, solid and hazardous waste, have also shown improvement. The leadership and financial assistance provided by EPA have been essential in moving environmental protection forward.

"Nevertheless, more needs to be done and I believe it is time to provide cabinet status for the Agency.

"Congratulations EPA and Region III for the outstanding accomplishments of the past 20 years. May I extend my very best wishes for your continued success."

Hon. Lawrence Coughlin
U.S. House of Representatives

"Twenty years ago the ecology movement dawned with the first Earth Day and the establishment of EPA.

"Since then, we have witnessed tremendous accomplishments toward cleaning up the Earth and protecting its future. Since 1970, we have produced cleaner automobiles; we have in place regulations on fossil fuel burning industries; we have cleaned up many rivers and lakes; and we have begun to develop alternative energy sources.

"We have realized that we cannot afford to ignore pressing environmental needs. Not only must we clean up and prevent pollution, we

areas, and the signing of the 1987 Chesapeake Bay Agreement is testimony to the value of that cooperation. It marked an historic turning point in efforts to restore and protect the largest and most productive estuary in the nation.

"These kinds of cooperative efforts are becoming increasingly important. EPA has taken important steps to work with state and local governments in the most critical areas, and I believe the results will benefit Americans for generations to come."

Ruth Becker
Pennsylvania Resources Council

"As part of an organization that has been working to protect the environment for 50 years, I am

delighted that concern about the environment has now become a mainstream value. Polls show that a majority of the public cares about air and water, waste, the ozone layer, the greenhouse effect, and even the food they eat. Indeed, it has been citizen concern and action which has been a catalyst for much of the progress of the past 20 years. People expect government to protect the environ-

ment – and are willing to pay for it.

"EPA has had its ups and downs during the past two decades, but it can look to achievements in water quality, hazardous waste, and education with pride. Meanwhile, although some in business still see environmental protection as needless expense or public relations, a growing number recognize environmental protection as both a worthwhile investment and a community responsibility. Some have joined with environmental groups to solve problems, while others have saved millions of dollars by utilizing waste reductions.

"All of us have become more mature about solving environmental problems, realizing that solutions are not achieved immediately or in isolation or without cost. We've



Bill Reilly, Ted Erickson and Ruth Becker discuss the many issues of public concern prior to the Administrator's town meeting in Philadelphia.

must also preserve our precious resources for future generations."

Hon. Gerald L. Baliles
Former Governor of Virginia

"As Governor of Virginia, I made environmental issues a matter of priority. My Cabinet and I had the opportunity to work closely with EPA on a wide range of issues related to Virginia's natural resources.

"During those years, Virginia developed an effective working relationship with EPA, and established better communications at all levels. The staff at EPA worked hard to respond to our concerns, and the result was a renewed commitment to environmental quality.

"EPA and Virginia successfully worked together in a number of

done a lot, but there's a lot left to do."

Hon. John Warner
United States Senate

"The Environmental Protection Agency has a long and rich partnership with Virginia and our local governments in restoring and preserving the Chesapeake Bay – our nation's largest natural estuary. The future of the Agency will be to continue to improve the management of the Bay and to meet the challenges of solid waste disposal, improving air and water quality, and in protecting the public health and environment for future generations.

"I look forward to working with EPA to find solutions to these difficult issues."

Hon. Jay Rockefeller
United States Senate

"Through my years as Governor of West Virginia, and currently as a United States Senator, I have always been able to count on EPA to understand the unique geographical, social and cultural conditions in my state. The Agency has helped monitor and enforce regulations in a manner that protects the health and environment of West Virginians, while at the same time taking into consideration economic development needs."

David W. Robinson,
Former Division Chief
W. Va. Dept. of Natural Resources

"When I assumed the position of Water Resources Chief and was given the charge of gaining state delegation from EPA for the NPDES and RCRA programs, I knew that public benefits depended on the professional skills, understanding and partnerships that had to be developed between the State and EPA.

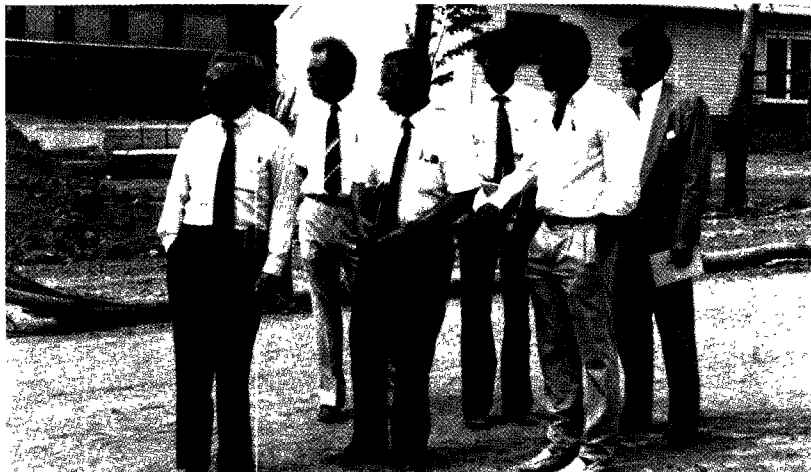
"I was pleased with the partnership that did develop between the agencies and the ultimate delegation of

these important programs, and the constant environmental improvements that were achieved as a result of the combined efforts of the agencies. So much more was accomplished through this combined effort than would have been possible working singularly to deal with the myriad of problems that existed.

"I'm happy to provide an accolade for EPA during its 20th year celebration, especially to those dedicated professionals that make it work."

Hon. David Grubb
W. Va. House of Delegates

"It's hard to believe that 20 years have passed. In the early years, EPA played a key role in the work



Jim Seif, Phil Retallick, Ray Germann, Phil Younis, and reporters tour a Delaware residential area where methane gas was leaking into homes from a waste disposal site.

of Citizens Action Group – from providing valuable research information to seed money for water quality workshops. Today, as a member of the West Virginia Legislature, I continue to rely on EPA for information, oversight of state programs and relevant issue analysis. As we head into the decade of the environment, it is crucial that we continue working together to protect our natural resources."

Hon. Robert C. Byrd
United States Senate

"In 1963, with \$500,000 I added to a Senate appropriations bill, the Public Health Service initiated a program, based in Wheeling, to control water pollution in the Ohio

River Basin. Few could have predicted that that program would become part of a national environmental movement.

"As we recognize the Environmental Protection Agency's 20th anniversary, I salute the EPA office in Wheeling and take pride in the realization that what began as a small Public Health Service project helped to break new ground in what has become a national mandate to protect our environment."

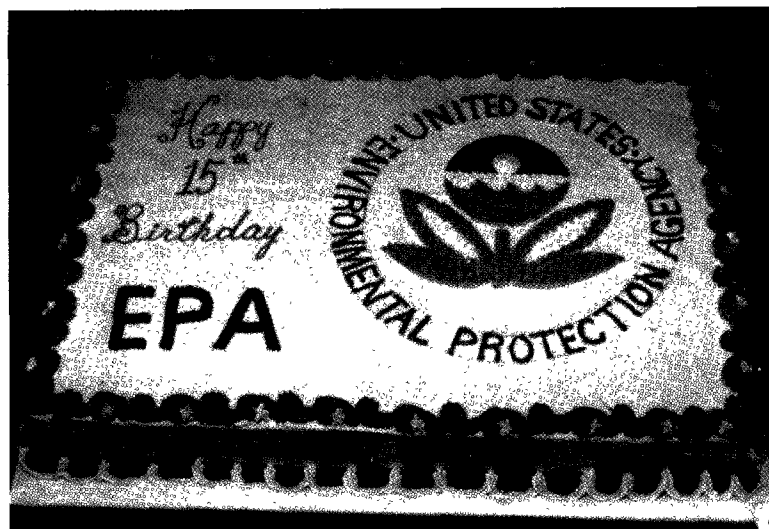
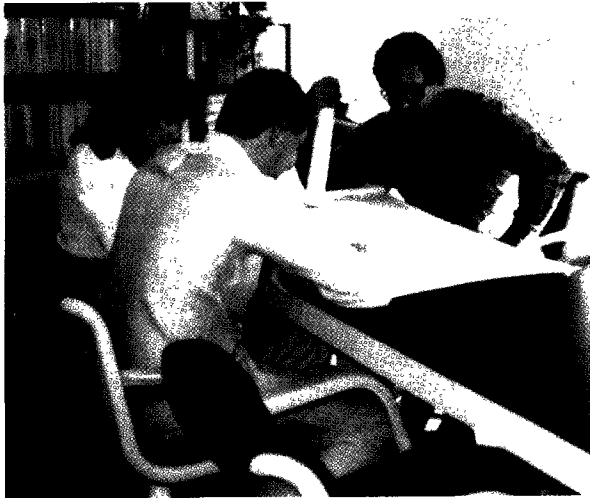
Hon. William V. Roth, Jr.
United States Senate

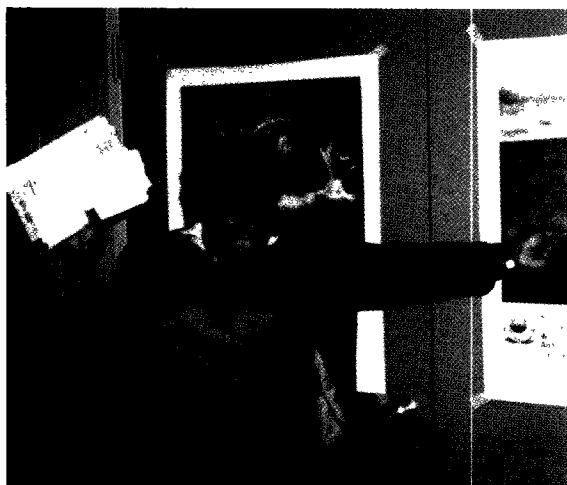
"I have always enjoyed working with the professionals at the Environmental Protection Agency's Region III Office in Philadelphia. I will never forget how the team at

Region III helped me in my fight to stop ocean dumping in the late 1970s. At a time when other cities were challenging my anti-dumping law, Region III made sure that the law was enforced in the greater Philadelphia area, and they successfully prevented ocean dumping off the Delaware coast.

"Today, Region III is still working hard to bring a

better environment to Delaware and the surrounding States. As I work in Congress to enact strict Clean Air, Clean Water, Superfund and Resource Conservation legislation, Region III is putting those laws into action. To note just a few examples, I am pleased with how activities such as the estuary program, the non-point source pollution program, and the outreach programs, have contributed to a clean environment in Delaware. By working in cooperation with our State and local officials, Region III brings a clean environment home to you and me. I'm proud to be a part of this effort."





IN MEMORIAM

Those listed below were some of our coworkers who passed away.
We miss them.

Frances Alpeiser
Calvin Carter
Rich Contrisciano
Gary Gardner
Howard Lamp'l
Dave McEnerney
Bob North
Pearl Schecter
Ken Suter
Robert N. Williams

Brian Bostwick
James Cartwright
John Eagan
Linda Hudspeth
Shirley Martin
Marie Nelson
Tom Orovitz
Lewis Sims
David Wells
Glen Witmer

Paul Wolcott

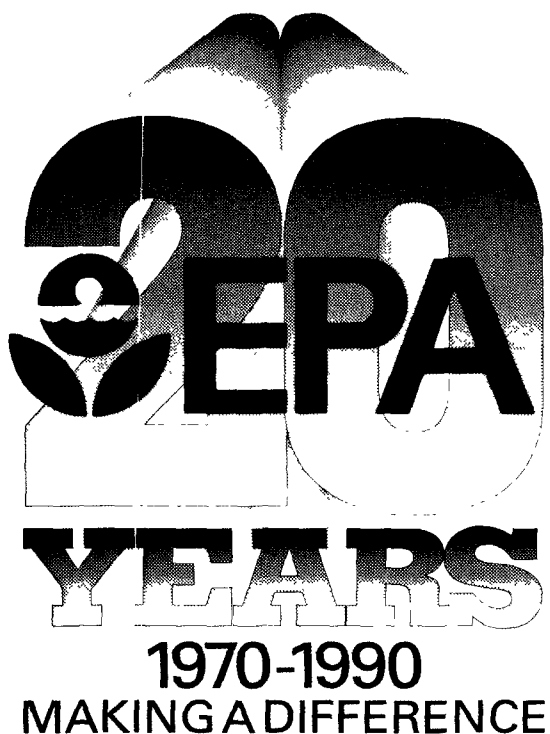


Dave McEnerney, an engineer in the construction grants program, was a popular figure in the Region. His hard work helped bring the Blue Plains treatment plant on line to clean up the large sewage pollution problem in the Potomac River.



Calvin Carter, former Director of the Office of Civil Rights, handled many cases, such as when a group of minority contractors in hard hats marched into the Regional Administrator's office to protest the lack of opportunities for federal construction projects.

EPA Region III:



Robert Allen
James Bailey
Lynne Bailey
Joyce Baker
Robert Braster
Gary Bryant
Leo Clark
Gerard Crutchley
Robert Davis
Robert Donaghy
Daniel Donnelly
Gerard Donovan, Jr.
Raymond George

William Gersting
James Green
Charles Jones, Jr.
Greene Jones
Ronald Jones
Barry Kelly
William Klettner
Benjamin Lacy
David Lorentz
James Marks
Eugene Mattis
Scott McPhilliamy
Alvin Morris
David O'Brien

Marria O'Malley
R. Fenton Roudabush
Bernard Sammons
Charles Sapp
Jerry Saseen
William Schremp
Daniel Sweeney
Bernard Turlinski
Andrew Uricheck
Robert Vallandingham
Orterio Villa
Stephen Wassersug
Dale Wismer