



NBP EMS Workshop #2

Summary Report

Prepared by



July 10-11, 2007

Murfreesboro, TN

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INTRODUCTION

The NBP is a nonprofit alliance formed in 1997 by the National Association of Clean Water Agencies (NACWA), Water Environment Federation (WEF) and the U.S. Environmental Protection Agency (USEPA). The NBP is committed to developing and advancing environmentally sound and sustainable biosolids management practices that go beyond regulatory compliance. The NBP promotes public participation in biosolids programs to enhance the credibility and public acceptance of beneficial reuse of biosolids.

The University of Florida Center for Training, Research and Education (UF/TREEO) in conjunction with the National Biosolids Partnership (NBP) conducted a two-day Environmental Management Systems (EMS) workshop in Murfreesboro, Tennessee on July 10-11, 2007. This workshop was an opportunity for these agencies to interact together and continue the process of developing and implementing an EMS. This workshop (EMS Workshop #2) is the second in a three course series developed by the NBP.

Thanks are extended to:

- CH2M Hill for preparing the initial workshop materials.
- UF/TREEO and Ross & Associates for updating the materials.

This report is intended to highlight some key topics covered during the workshop and serve as a high-level summary for those either unable to attend or interested in reviewing some of the workshop's key learning objectives. It is not intended to substitute for attending nor does it present all the material that was covered in the workshop.

There were 9 utilities represented by 23 attendees. The list of attendees is shown in Appendix A, page 13.

The instructional team consisted of Peter Machno, Project Manager NBP EMS Project, William T. Engel, Director, UF/TREEO and Douglas Dean, Adjunct Professor UF/TREEO and President Matrix Compliance Services.

The participants were given the following assignments at the conclusion of Workshop #1:

- H.W. Assignment Sheet #2 (see Appendix B, page 15)
- Reading Assignment - NBP EMS Guidance Manual, Elements 6, 7, 8, 9, and 11.

The agenda for the workshop is shown in Appendix C, pages 16-17. The workshop was designed to engage attendee participation. This was accomplished through the breakout sessions, guided discussions and question and answer opportunities.

This workshop had two very important exercises, the first involved public participation and communication, valuable input was provided by all course participants. The second was training, the class had an opportunity to develop and deliver an EMS training program.

To improve the implementation and public acceptance of environmentally sound biosolids management practices, the NBP has developed a voluntary EMS certification program for the biosolids industry.



The 16 agencies that are currently certified include:*

- East Bay Municipal Utilities District, California
- Encino WW Authority, California
- Orange County Sanitation District, California
- City of Los Angeles Department of Public Works, California
- Metro WW Reclamation, Colorado
- Kent County Public Works Department, Delaware
- District of Columbia Water and Sewer Authority, Washington, DC
- Madison Metropolitan Sewerage District, Wisconsin
- Columbus Water Works, Georgia
- City of Lawrence Department of Utilities, Kansas
- City of Grand Rapids, Michigan
- City of Raleigh Public Utilities Department, North Carolina
- Butler County Department of Environmental Services, Ohio
- City of Albany, Oregon
- City of Fort Worth Water District, Texas
- King County Division of Wastewater Treatment, Washington

*see www.biosolids.org for details of each facility's EMS

During the workshop, Jerry Stewart and Alice Cannella from the City of Chattanooga participated as guest speakers. They gave us an update on the status of their development of their EMS. They presented real life experiences, benefits and barriers as they proceeded to implement their EMS program.

OBJECTIVES AND EXPECTATIONS

The instructional team developed the following objectives for the workshop. The intent was for the participants to be able to accomplish these objectives over the two-day training period.

- Identify NBP expectations (i.e., minimum conformance requirements) for Elements 6, 7, 8, 9, and 11
- Understand how to establish proactive public participation and communications programs
- Develop an EMS Awareness training and identify other training needs
- Identify and document biosolids management and EMS roles & responsibilities
- Develop an emergency preparedness and response plan
- Have a clear understanding of EMS status, remaining tasks, and schedules

On day one, the team solicited input from the participants on their expectations of the workshop.

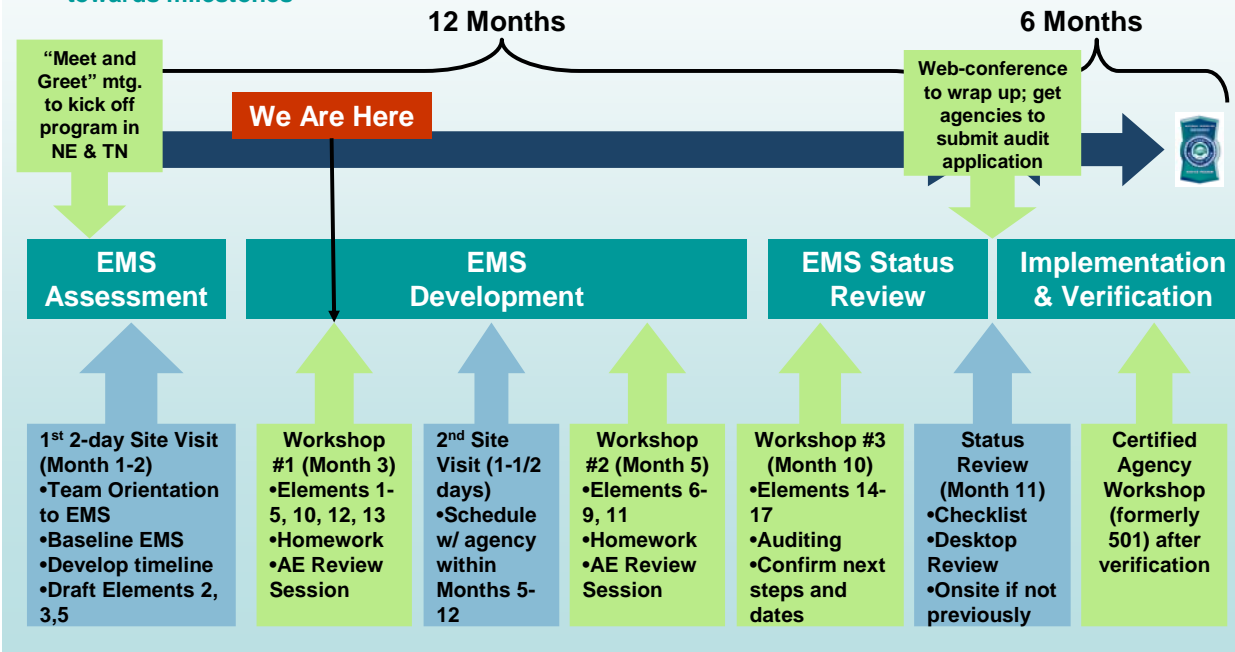
- Different ways to communicate without backfire
- Practical Procedures
- Settle 'How much to involve the public.'
- Network on elements
- Technical consultation – updates
- Strategy with large agency
- Examine emergency response plan

The class expectations and workshop objectives were a good match increasing the chances of a successful exchange of information.

The EMS Development Process is shown as a timeline on page 6. This gives the schedule for the 18 Month program.

The EMS Development Process

Monthly Agency/Contractor Calls (Months 1-12); Status Calls w/ Sr. Mgmt in Months 4 and 9 to confirm commitment and progress towards milestones



NBP EMS OUTCOMES

An EMS is a management framework for reducing environmental impacts and improving organizational performance over time. Implementing an EMS is voluntary; therefore, the EMS framework can be adapted to support the organization's needs, priorities, and circumstances. The NBP EMS framework supports continual improvement in four key outcome areas that will help an organization foster public acceptance.

- Regulatory compliance
- Quality management practices
- Improved relations with interested parties
- Environmental performance

The EMS framework is based on the “plan-do-check-act” continual improvement cycle of total quality management (TQM) and involves a set of planning activities, procedures, performance monitoring, and review to allow an organization to improve business processes over time.

NBP FRAMEWORK AND THE 17 ELEMENTS

The NBP developed a framework that consists of 17 building blocks, or elements (see page 8), for developing and implementing an EMS. Taken together, these elements provide a structure for helping the organization:

- Establish guiding principles for your biosolids management program
- Set goals for continual improvement
- Implement procedures for ensuring consistent product and service quality
- Engage stakeholders to demonstrate that your program is committed to protecting the environment and carrying out your stated mission
- Correct and prevent problems
- Measure and report performance improvements, and act on lessons learned and opportunities for additional improvements

The 17 elements, shown on page 8, are grouped into five categories.

- Overview and Policy
- Planning
- Implementation
- Measurement and Corrective Action
- Management Review

Participants in the NBP EMS program will be evaluated on whether their EMS actually supports real performance improvements in these areas. In other words, outcomes matter. The workshop covered the four outcomes that the EMS promotes. It also emphasized the importance of focusing on the biosolids value chain when developing an EMS.

There Are 17 Elements in an EMS

*5 Major Groupings –
correspond to P-D-C-A*

- **Overview and Policy**
- **Planning**
- **Implementation**
- **Measurement and Corrective Action**
- **Management Review**

EMS Elements

- **Overview and Policy**
 - 1 — EMS Manual
 - 2 — Biosolids Management Policy
- **Planning**
 - 3 — Critical Control Points
 - 4 — Legal and Other Requirements
 - 5 — Goals and Objectives
 - 6 — Public Participation and Planning
- **Implementation**
 - 7 — Roles and Responsibilities
 - 8 — Training
 - 9 — Communications
 - 10 — Operational Control of Critical Control Points
 - 11 — Emergency Preparedness and Response
 - 12 — EMS Documentation and Document Control
- **Measurement and Corrective Action**
 - 13 — Monitoring and Measurement
 - 14 — Nonconformances: Preventive and Corrective Action
 - 15 — Periodic Biosolids Management Program Performance Report
 - 16 — Internal EMS Audit
- **Management Review**
 - 17 — Periodic Management Review of Performance

NBP/EMS Elements 6-9 and 11

Following is a listing of NBP expectations also referred to as Minimum Conformance Requirements (MCR).

Element 6: Public Participation and Planning

NBP MCR will:

- Select and implement a proactive public participation approach to involve interested parties in your biosolids management program and EMS planning process
- Approach is:
 - Reflective of commitment to the 10 principles in the *Code of Good Practice*
 - Consistent with degree of public interest, history of public involvement, method of biosolids management and other related local circumstances
- Provide interested parties with meaningful opportunities to express views and perspectives relative to:
 - Biosolids management activities, environmental impacts, program performance areas for improvement
- Consider input from interested parties in developing and updating goals and objectives.

Element 9: Communication

NBP MCR will:

- Establish and maintain a proactive communication program that provides ongoing information about your biosolids management program and EMS to interested parties and the public
- Establish and implement a procedure for receiving inquiries / requests for information from interested parties about biosolids management activities and EMS
- Define a process for assuring timely and complete response to inquiries
- Make the following information available:
 - Biosolids management policy
 - Applicable legal and other requirements
 - Biosolids program goals and objectives
 - Periodic biosolids program performance report
 - Results of independent, third-party EMS verification audit

- Communicate relevant information about biosolids management activities, the biosolids management policy, and the 17 EMS Elements to employees and contractors, consistent with roles and responsibilities
- Define roles and responsibilities of outside contractors in the communication program.

Appendix D, Exercise 1 pages 18-20, outlines the specifics of the exercise on public participation and communication.

Element 7: Roles and Responsibilities

NBP MCR will:

- Define and document individual roles and responsibilities relative to biosolids management activities and EMS functions
- Appoint an individual with overall responsibility for development, implementation, and review of EMS
- Provide the human, technical, and financial resources necessary to effectively execute these responsibilities
- Contractors: Define and document the roles and responsibilities of contractors retained to perform various biosolids management activities and EMS functions through service agreements.

Element 8: Training

NBP MCR will:

- Establish and maintain a training program to ensure competency for assigned roles and responsibilities.
- Training provides:
 - General awareness of EMS
 - Awareness of how each employee's assigned roles and responsibilities relate to the biosolids value chain
- Include new or reassigned employees in the training program.
- Maintain records of individual employee training delivered and completed.
- Require contractors to have training consistent with their roles and responsibilities in the biosolids value chain.
- Incorporate biosolids management and the environmental management system into the existing training program
- Training programs should include general EMS training and specific unit process training
- Include normal operations and emergency situations
- Compare training program to biosolids value chain, critical control points, and EMS Elements
- Compare roles and responsibilities of Element 7 with training aspects identified in Element 8
- Document all training activities within the organization
- Verify that partners/contractors establish and document their own training programs

A discussion included a review of Element 8 from Central Davis Sewer District to determine whether the Element met the NBP MCRs. It was also demonstrated how Element 7 – Roles and Responsibilities linked to Element 8 as well as Element 2 – Policy.

Conducting a Training Program

A discussion was conducted which included the essentials of an EMS trainer. The class embarked on designing, developing and delivering an EMS training program.

The first group was assigned the subject of **What is a Biosolids EMS?**

The second group was assigned the subject of **Why Implement a Biosolids EMS?**

The third group was assigned the subject of **What is your Role in the EMS?**

The specific instructions for Exercise 2 are found in Appendix D on page 21.

Element 11 – Emergency Preparedness and Response

- Establish and maintain Emergency Preparedness and Response Plans and Procedures to assure effective response to accidents and emergency situations associated with biosolids management activities.
- Review and evaluate the effectiveness of emergency preparedness and response procedures, including communications systems, and revise them as necessary.
- Have all emergency response equipment on site or readily available within a minimum response time.
- Require contractors to establish and maintain Emergency Preparedness and Response Plans and Procedures to assure effective response to accidents and emergency situations associated with biosolids management activities.

Key areas of interpretation are:

- “Effective response” means that plans have been built around response to “worst case” scenarios with no ecological or human consequences.
- “Minimum response time” means that equipment can be utilized in an emergency situation to avoid or minimize the effect on human health and the environment.

This Central Davis Sewer District was also reviewed for their Emergency Preparedness and Response Plan.

SUMMARY AND RECOMMENDATIONS

Participants are invited to share their thoughts and comments both during and after the workshop. This feedback is part of the continual improvement process of presenting training courses. The instructional team makes every effort to incorporate suggestions in future training courses.

Input was received in an open forum after day one. These comments are shown in Appendix E, page 22. At the conclusion of the class, written evaluations were collected and summarized. A different Evaluation Form was used for this course. A blank copy is included in Appendix F, page 23, just before the summarized results.

As a result of reviewing the evaluations, having discussions with NBP personnel and the instructional team, the following recommendations are being made.

- Continue the meetings with technical assistants on both days. Also during these meetings with the technical assistants, have an activity for the contractors.
- Continue to have a Case Study Presentation.
- Review agenda and possibly modify times.

ASSIGNMENT

EMS workshop # 3 will be held in Nashville, TN on November 13 and 14, 2007. The assignment sheet (Appendix G, pages 27-28) is due at that time.

CERTIFICATES

UF/TREEO will award 1.4 CEU's to those that attend the entire 2 day workshop.

Appendix A: List of Attendees

NBP Workshop 2 Attendees - Murfreesboro, TN - July 10th-11th 2007

Judy Alford
CDM
210 25th Ave, #1102
Nashville, TN 37203

Noelle Anuszkiewicz
Anne Arundel Co.
1640 Professional Blvd.
Crofton, MD 21114

Ron Ballard
Metro Water Services
1600 2nd Avenue N.
Nashville, TN 37208

William Bryant
Metro Water Services
1600 2nd Avenue N.
Nashville, TN 37208

Craig Brymer
Athens Utility Board
PO Box 689
Athens, GA 37371

Mike Butler
City of Portland WWTP
100 S Russell Street
Portland, TN 37148

Peter Coleman
Erving Center WWTP
97 E Main Street
Erving, MA 01344

Jill Davis
Athens Utility Board
PO Box 689
Athens, GA 37371

Roy Denney
Metro Water Services
1600 2nd Avenue N.
Nashville, TN 37208

Bruce Giles
CH2M Hill
628 Market Street
Suite 1100
Knoxville, TN 37902

Ien Fraley
City of Dayton WWTP
PO Box 226
Dayton, TN 37321

Bill Sandell
City of Dayton WWTP
PO Box 226
Dayton, TN 37321

Tom Schultz
Mechanic Falls Sanitary District
PO Box 556
Lewiston Street
Mechanic Falls, ME 04256

Stacey Servo
CH2M Hill
401 W Main Street
Suite 500
Louisville, KY 40202

Ron Taylor
Metro Water Services
1600 2nd Avenue N.
Nashville, TN 37208

David Tucker
Metro Water Services
1600 2nd Avenue N.
Nashville, TN 37208

Mary Waring
NE Organics
135 Presumpscot St
Unit 1
Portland, ME 04103

William Dranes
City of Lebanon WWTP
321 Hartman Dr.
Lebanon, TN 37087

Darian Dykes
Crossville WWTP
468 Sparta Highway
Crossville, TN 38572

Derrick Lee
City of LA
12000 Vista del Mar
Playa del Rey, CA 92093

Ernesto Libunao
City of LA
12000 Vista del Mar
Playa del Rey, CA 92093

Staff: Nick Bardis and Pete Machno

Name _____
Agency _____
Date _____

Appendix B: NBP EMS Assignment # 1



Homework Assignment # 2

Instructions

At the last workshop, each participant was asked to complete the following in preparation for the upcoming Workshop #2. Please answer each item as specifically as you can. If you have any questions, please contact your Account Executive or Pete Machno or Lori Stone (lori_stone@adelphia.net).

Assignment

EMS Status/Progress

1. Which elements have you completed so far? _____
2. What seems to be your most difficult challenge to EMS development progress?

3. **When** was the last time you worked/interacted with your Account Executive? Was it helpful? Do you have any recommendations for improvement?

4. **When** is your projected date for EMS completion? Once you complete your draft manual, your Account Executive will schedule your EMS Status Review, after which you can begin your operational phase. _____

Biosolids Quality/Critical Control Points

5. Have you had any difficulties with producing consistent quality biosolids, and managing your process/critical control points? If yes, please explain.

Relations with Interested Parties

6. **Who** is your state regulator responsible for your biosolids management operations? **When** was the last time you spoke with him/her?

7. Before the workshop, please read about Elements 6-9 and 11 in the **NBP EMS Guidance Manual**. List 3 specific questions that you would like answered at Workshop #2.

Appendix C: Agenda

National Biosolids Partnership - EMS Workshop #2 July 10-11, 2007 - Fleming Training Center, Murfreesboro, TN

Day 1 – Tuesday, July 10

8:30-9:00 AM	Welcome & Introductions (William T. Engel and Peter Machno)	
9:00-9:30 AM	Workshop Agenda & Objectives (William T. Engel)	Session 1
9:30-10:00 AM	Element 6 Public Participation in Planning (Doug Dean) Minimum Conformance Requirements Lessons Learned	Session 2
10:00-10:15 AM	Break	
10:15-11:15 AM	Element 9 Communications (Doug Dean) Minimum Conformance Requirements Exercise 1, on Public Participation and Communications	Session 3
11:15-12:00 PM	Element 7 Roles & Responsibilities (Doug Dean) Minimum Conformance Requirements Review example Element 7 from small agency manual	Session 4
12:00-12:45 PM	Lunch	
12:45-1:45 PM	Element 11 Emergency Preparedness and Response (Doug Dean) Minimum Conformance Requirements Steps for developing an Emergency Preparedness Plan	Session 5
1:45-2:00 PM	Break	
2:00-3:15 PM	Meet with Technical Assistants (Peter Machno) Review EMS implementation progress, challenges, small agency manual and production of Elements 6-9 and 11	
3:15-3:45 PM	Wrap-up (William T. Engel, Jr. and Peter Machno) Reflections on Day 1, overview of Day 2 Collect homework assignment #2	
3:45 PM	Adjourn for the day	

Day 2 – Wednesday, July 11

8:30-8:45 AM	Recap of Day 1 and Review of Day 2 (William T. Engel, Jr. and Peter Machno)	
8:45-9:30 AM	Agency Case Study	
9:30-10:00 AM	Element 8 Training (William T. Engel, Jr.) Minimum Conformance Requirements Exercise 2: Developing a Training Program	Session 6
10:00-10:15 AM	Break	
10:15-12:00 AM	Exercise (Continued): Developing a Training Program	
12:00-12:45 PM	Lunch	
12:45-2:00 PM	Deliver your Training Program	
2:00-2:15 PM	Break	
2:15-2:30 PM	Feedback on Workshop #2 Homework Assignment #3 Next Workshop	
2:30-3:00 PM	Meet with Technical Assistants	
3:00 PM	Adjourn	

Appendix D: Exercises

NBP EMS Workshop #2

Exercise 1: Public Participation and Communication

1. Identify input mechanisms. Briefly describe, assign responsibility and indicate how records of this input are maintained.
2. Identify output mechanisms. Briefly describe, assign responsibility and indicate how records of this output are maintained.
3. Review list of interested parties. Add additional parties if applicable.
4. Transfer input and output mechanisms to worksheet.

Identify which input and output mechanisms are appropriate for each of the interested parties.

	Input mechanisms								Outreach mechanisms									
Interested parties																		
Facility neighbors																		
Land application site neighbors																		
Environmental Groups																		
Watershed, wildlife, sportsman groups																		
Farmers																		
Land application site owners																		
State regulatory officials																		
Co. and State Health Dept.																		
EPA																		
Local Elected Officials																		
Media																		
Rate Payers																		
Developers																		
Academia																		
Conservation Districts																		
Landscape Professionals (gardeners club)																		
NBP-WEF-AMSA																		

	Input mechanisms									Outreach mechanisms									
Community Leaders/ Community Groups																			
Communities affected by transport routes																			

Appendix D: Exercises

NBP EMS Workshop #2 Exercise 2: Conducting EMS Awareness Training

The class will be divided into three groups (I, II, III). The groups will be assigned the following topics.

Group I – What is a Biosolids EMS?

Group II – Why Implement a Biosolids EMS?

Group III – What is your Role in the EMS Process?

Each group will be given a set of PowerPoint (PP) slides that we put together for you.

These are on a CD. Printed copies are available in your manual on pages 6-21 to 6-39. Please note that these are only examples of PP slides. You may modify them as you see fit (time permitting). There should be at least one lap-top with the latest version of PP installed on each group/s computer.

Comment [LAA1]: Update?

Specific tasks for each group:

1. Write at least one but no more than two objectives for your training presentation.
2. Assume your audience to be wastewater operators from all parts of your treatment facility.
3. Prepare a ten minute presentation utilizing the slides provided and/or those you modified.
4. Decide on the method for delivery of the training. (i.e. lecture, guided discussion, etc.)
5. Appoint one or more presenters.
6. Present your material to the entire group.

Appendix E: Day One Ending Comments

**University of Florida
National Biosolids Partnership EMS Workshop # 2
July 10-11, 2007 in Murfreesboro, Tennessee**

- Good examples from Chattanooga
- Other examples help get over the hurdle of writing procedures
- Good feeling of progress on elements
- Discussion at length on various progresses in EMS development

Appendix F: Evaluations

University of Florida
National Biosolids Partnership EMS Workshop # 2
July 10-11, 2007 in Murfreesboro, Tennessee

Workshop Evaluation/Survey Form

Your comments are very helpful to us in planning future workshops. Please take a moment to fill out this evaluation and turn it in to the workshop host. Thank you!

1. How would you rate the workshop?
(Circle one)
a) excellent *Comments:*
b) very good
c) good
d) fair
e) poor
2. How would you rate the presentations?
a) excellent *Comments:*
b) very good
c) good
d) fair
e) poor
3. How would you rate the level of interaction and discussion?
a) excellent *Comments:*
b) very good
c) good
d) fair
e) poor
4. Describe the workshop content. The level of detail was:
a) excellent *Comments:*
b) very good
c) good
d) fair
e) poor
5. Describe the level of information presented:
a) too simple *Comments:*
b) too complicated
c) about right
6. Describe the length of the presentations:
a) too long *Comments:*
b) too short
c) about right
7. Describe the group discussions:
a) enough time for group discussions
b) not enough time for group discussions
c) about right
Comments:
8. How would you rate the meeting room and hotel accommodations?
a) excellent *Comments:*
b) very good
c) good
d) fair
e) poor
9. How would you rate the meals and breaks provided during the workshop?
a) excellent *Comments:*
b) very good
c) good
d) fair
e) poor

Please continue on back

10. Please indicate the greatest benefit you gained by attending this workshop.

11. Please indicate any topics that you feel were not covered adequately.

12. Please provide any general comments on how the workshop could be improved.

Appendix F: Evaluations

University of Florida National Biosolids Partnership EMS Workshop # 2 July 10-11, 2007 in Murfreesboro, Tennessee

PROGRAM	<u>Poor</u>				<u>Excellent</u>
	1	2	3	4	5
1) How would you rate this Workshop					4.24
2) How would you rate the Presentations					4.54
3) How would you rate the Level of Interactions & Discussions					4.32
4) Describe the Workshop Content. The level of detail was					4.21
5) Describe the Level of Information Presented					4.81
6) Describe the Lengths of the Presentations					4.71
7) Describe the Group Discussions					4.24
8) How would you Rate the Meeting Room and Hotel Accommodations?					3.49
9) How would you Rate the meals and Breaks Provided during the Workshop					4.00

WRITTEN COMMENTS

10. Please indicate the greatest benefit you gained by attending this workshop.

- A. I believe the networking is great! I am able to figure out how to put the EMS manual into practical application. Learn the things needed and not needed.
- B. How to determine the amount of communication needed for a small agency.
- C. These workshops really help me to refocus my attention on the EMS and to gauge the level of detail that needs to be included. Presentations by agencies who have been through the process are very helpful. Example handouts are good too.
- D. The emergency preparedness section really helped clarify this aspect for me, especially on understanding the basic structure and related regulations; Presenters made sure to seek questions, provide discussions; keep it up, Nick;
- E. Less imitating
- F. I progressed on my EMS as a result of the things we discussed and the exercises we worked on.
- G. Group discussions; training presentations; case studies.
- H. I benefited most from the realization that this is actually feasible. Thanks for the examples and draft documents.
- I. Interaction with other operators, hearing their problems and approaches to the EMS program.
- J. Having Jerry & Alice from Chattanooga, TN share their experiences as well as what paper work they have accomplished so far; walking through each element and learning what each element needs to include.
- K. A better understanding of putting the different parts. The examples given by the City of Chattanooga helped to take the fear factor down to a manageable level.
- L. Intervention with peers.

- M. Developing a communications plan.
- N. Practical information is always helpful, so Chattanooga handouts are very good. Electronic info is also helpful for any handouts.
- O. It seems difficult since we have not biosolids process in operation yet; the breakfast break could be earlier; the case studies are very helpful.
- P. Seeing where Chattanooga was.
- Q. Too much repetition of what was on the PowerPoint slides; we could simply have been given the work book to read.

11. Please indicate any topics that you feel were not covered adequately.

- A. So far, so Good.
- B. None, everything was good.
- C. None that I can think of; very complete course.
- D. I found the sessions on “training” to be rather simplistic. Is this really necessary? I would like to see more discussion/ info included in the “public participation” session.

12. Please provide any general comments on how the workshop could be improved

- A. I found the CCP's/OP control points to be the most difficult element so far. Maybe a session w/ tech assistants/NBP staff to review draft/ CCP charts, would be helpful. I don't think too many people are beyond draft stage on these and it could save problems down the road if these elements were done right early on.
- B. Once again, Jerry Stuart was the star attraction. He brings lots of energy & life to the subject.
- C. None.
- D. Thought this was the best workshop yet.
- E. Great job; Good to incorporate other agencies and case studies.
- F. Really don't like being put on the spot at the end of the day about what you've gained that day. Sometimes it takes a while to digest it all.
- G. Very good as is!
- H. I think it is well done.
- I. I'd like to see more examples.
- J. The information covered could easily be completed in one day. You should review the current workshop series & see if any consolidation could occur

Appendix G: Homework Assignment # 3



NBP EMS Workshop Homework Assignment #3

Instructions

Please complete the following in preparation for the upcoming Workshop #3. Please answer each item as specifically as you can. If you have any questions, please contact your Account Executive or Pete Machno (peterm7@prodigy.net).

Assignment

EMS Status/Progress

1. Which elements have you completed so far? _____
2. What seems to be your most difficult challenge to EMS development progress? _____

3. **When** was the last time you worked/interacted with your Account Executive? Was it helpful? Do you have any recommendations for improvement? _____

4. **When** is your projected date for EMS completion? Once you complete your draft manual, your Account Executive will schedule your EMS Status Review, after which you can begin your operational phase. _____

Biosolids Quality/Critical Control Points

5. Have you had any difficulties with producing consistent quality biosolids, and managing your process/critical control points? If yes, please explain. _____

Relations with Interested Parties

6. **Who** is your state regulator responsible for your biosolids management operations? **When** was the last time you spoke with him/her? _____

Workshop 3 Preparation

7. Since you are getting ready for your status review, please download the NBP EMS Status Review Protocol from the NBP website. Review this protocol prior to the workshop. Also, since Workshop #3 places heavy emphasis on internal auditing, it would benefit you if you reviewed the Minimum Conformance Requirements for each of the elements either from the latest NBP EMS Guidance Manual (March 2006) or from your NBP EMS Workshop 1 and 2 manuals. List 3 specific questions that you would like answered at Workshop #3. _____
