Program Collaboration

Using Teamwork, Program Staff Expertise and Authority to Assist Small Systems

More than 94 percent of the nation's public drinking water systems serve fewer than 3,300 customers. Many of these systems tend to require greater assistance with technical, managerial and financial (TMF) capacity and face a variety of challenges, including inadequate financial resources due to charging rates that are too low, lack of long-term planning, difficulty hiring and retaining a certified operator, and more. This fact sheet was prepared to help state leaders learn about what other states are doing and help enhance their ideas on the topic of program collaboration to achieve drinking water program goals.

What is "program collaboration"? Program collaboration involves coordination among staff in different programs, divisions or organizations to achieve a common goal. Critical to the success of such collaboration is the desire for staff members to collaborate as well as the approval and encouragement from management to collaborate across the programs.

How can program collaboration help my state? State drinking water programs often devote many of their resources to helping small systems achieve, maintain or return to compliance. Creative, practical collaboration with other programs can help states effectively address small systems challenges while working with limited resources.

What will I find in this fact sheet? This document highlights innovative approaches to assisting small systems with compliance challenges. The description for each model is followed by a few state examples describing the challenges states have faced and how program collaboration helped address these challenges. The three models discussed in this document are:

Model 1 — **Collaborating within the Framework of the Public Water System Supervision (PWSS) Program**

Model 2 — **Collaborating with State Agencies Outside the Framework of the PWSS Program**

Model 3 — **Collaborating Beyond the Traditional Framework of State Agencies**

Collaborating within the Framework of the Public Water System Supervision (PWSS) Program

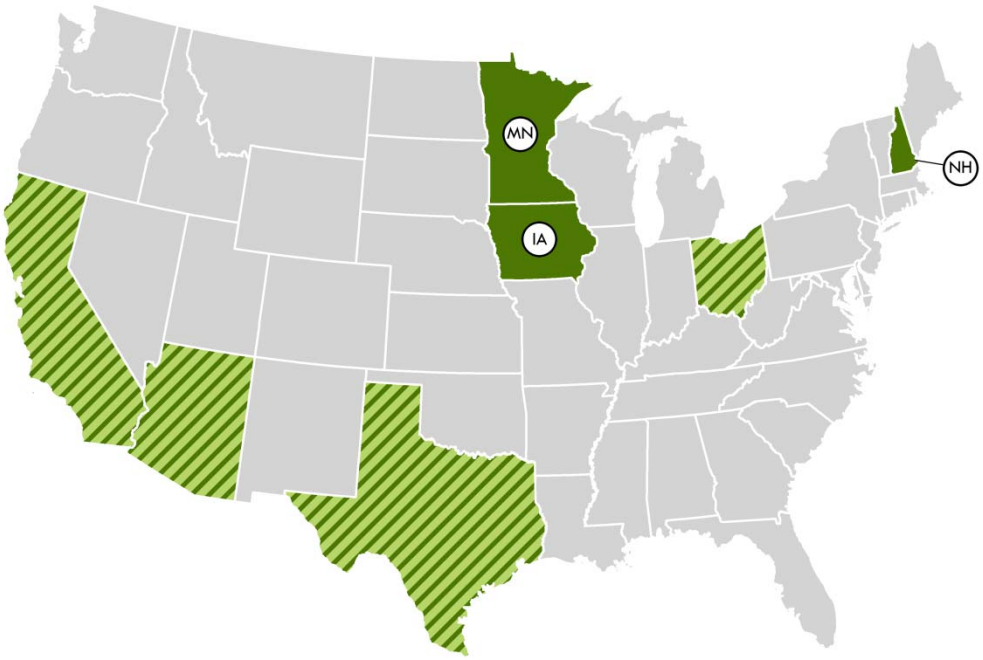
Model 1

The Model: Capacity Development Program staff in some states have teamed up with staff members in other drinking water program departments to address small system issues. A few examples of how states are accomplishing this task include:

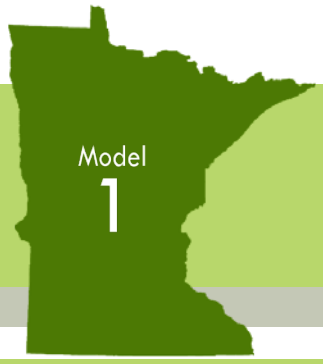
- In-person meetings;
- Electronic correspondence;
- Conference calls; and
- Discussion boards.

This collaboration allows team members to share their department's expertise and perspectives in order to shed new light on potential solutions for small system concerns. Furthermore, discussions among the different individuals and departments responsible for assisting struggling or noncompliant PWSs can help everyone develop a more comprehensive understanding of these PWSs' unique situations. Staff and managers from different programs (such as enforcement, funding, regulatory, capacity development, operator certification and more) can meet to analyze why PWSs are not attaining or maintaining TMF capacity or compliance. These individuals can work together to develop ideas for assisting struggling PWSs and ensuring that these PWSs can maintain capacity after assistance has ended. The following examples illustrate how some states have been successful in bringing staff together from different departments within their drinking water programs to pool their knowledge and expertise in addressing a specific issue.

Figure 1: States Featured as Model 1 Examples



The states that are shaded dark green and that include the state abbreviation represent the state examples found in Model 1 of this document. The striped states represent the state examples found in Models 2 & 3. Note that New Hampshire is also included in Model 2, and Minnesota is also included in Model 3.



Minnesota: Collaborating to Assist Non-community Water Systems

Visit http://www.health.state.mn.us/divs/eh/water/ncom/index.htm

Challenges

- Minnesota has a large inventory of small non-community water systems (NCWSs)—approximately 7,500—the majority of which are transient water systems. Although transient water systems have fewer regulatory requirements the owners should be aware of correct procedures for monitoring, reporting and addressing violations.
- Most of Minnesota's NCWSs are privately-owned businesses whose owners either do not identify themselves as a public water system or consider the provision of public drinking water to be an ancillary function not their primary business. Some of these NCWSs may not see themselves as a public water system, combined with the frequent change of ownership or point of contact that is more common with NCWSs, and this may lead to an increased potential for performance problems, inconsistent monitoring practices and increased risk to public health.

Solutions

- The Minnesota Department of Health (MDH) Non-community Water Supply Unit, which consists of field staff in MDH's eight district offices as well as compliance staff located in St. Paul, was formed to tackle NCWS challenges. The Unit's main goals are to ensure NCWSs' compliance with all drinking water regulations and continued public health protection for customers served by NCWSs. To manage the state's workload, assistance for NCWSs is prioritized based on known sanitary defects or water quality issues.
- The Unit assigns each NCWS to a multi-disciplinary team that includes a field sanitarian or engineer, a compliance officer, and a source water protection planner or hydrologist. These teams provide a comprehensive set of services to assist NCWSs including conducting sanitary surveys every three years, providing sampling assistance and onsite technical assistance, assisting with source water protection and laboratory services.
- Minnesota has delegated the authority to implement the Safe Drinking Water Act (SDWA) in 24 counties or cities. This decentralized approach provides the Unit with more field presence and allows staff at the local level to visit the NCWSs to provide better assistance in all aspects of water quality. The state also focuses on a collaborative approach to compliance with the idea that smaller systems are more likely to meet SDWA requirements if the state and the small system staff work together as a team.
- In addition to funding received from the Public Water System Supervision (PWSS) and Drinking Water State Revolving Fund (DWSRF) programs, MDH's program is also supported by a service connection fee which is assessed on a per-connection basis for all municipal water systems in the state.

Success Measures

- As of January 2011, the Unit included 28 field staff and 5 compliance officers. The program emphasizes achieving performance goals through compliance assistance and education rather than enforcement.
- The success of the Unit is consistently reflected in the high rate of compliance among the state's NCWSs including monitoring and reporting. Additionally, public health protection is enhanced through monitoring efforts including onsite visits and immediate responses for positive coliform samples.

Iowa: Collaborating to Integrate the Area Wide Optimization and Capacity Development Programs

Visit http://www.iowadnr.gov/InsideDNR/RegulatoryWater/WaterSupplyEngineering/OptimizationProgramAWOP.aspx

Challenges

- The Iowa Department of Natural Resources (IDNR) was interested in using the Area Wide Optimization Program (AWOP) as a primary tool for implementing capacity development. AWOP is a systematic approach that helps assess system performance, deliver technical assistance, measure results and maintain optimized performance at water utilities.
- The challenge for IDNR was determining how to leverage the success of the AWOP program by integrating AWOP concepts into other areas. For example, AWOP uses a "status component" that, when translated to capacity development, involved ranking PWSs relative to performance parameters. While extremely useful in other applications of AWOP, IDNR found that the status component was less suited for the Capacity Development Program because of its limited ability to predict long-term capacity development factors such as PWSs' long-term viability and technical capacity.

Solutions

- The state is enhancing the AWOP status component approach and modifying it based on experience from several drinking water departments in order to rank the overall *viability*, as defined by the state, of PWSs and more appropriately target its capacity development activities.
- IDNR developed a list of current sanitary survey questions that can be scored to rank PWSs in order of greatest concern due to potential impact to public health and then coordinated with IDNR's field office staff to refine the questions. Starting in 2009, IDNR began integrating these modified questions into their sanitary survey which helps to initiate a discussion between field staff and operators on optimization and the performance of the treatment process. The new questions address all three components of technical, management and financial (TMF) capacity.
- IDNR's staff and management use regular planning meetings with support and assistance from the National Optimization Leadership Team (NOLT) to identify areas where AWOP concepts can most effectively enhance program implementation.

Success Measures

- Through its pilot program, IDNR is working towards demonstrating measures of success for both the AWOP and the Capacity Development Programs. These include the improved ability of state personnel to document performance impacts at the public system level; ability to demonstrate unnecessary capital investments costs due to optimizing the treatment process; improved technical, leadership, management skills; and knowledge.
- The next step will be to try to define follow-up efforts which may include identifying common deficiencies in the viability assessment questions and targeting efforts to address these common deficiencies.
- A new pilot approach to use the Performance Based Training model for the purpose of leadership and management training is being considered. Performance Based Training is a unique training approach first used by AWOP to improve plant performance by transferring priority setting and problem solving skills to plant staff. This approach shifts from a traditional academic style of training to a more hands-on, every day problem solving type of training. It is hoped that this could provide a solution for addressing deficiencies in managerial capacity and would be directed toward water system owners as well as water boards and city councils.

New Hampshire: Collaborating to Identify and Prioritize System Assistance

Visit http://des.nh.gov/organization/divisions/water/dwgb/capacity/index.htm

Challenges

- New Hampshire was very concerned about PWSs that were regularly or continually in noncompliance because of the serious risk this poses to public health.
- New Hampshire knew that PWSs facing multiple years of noncompliance often times had a unique combination of circumstances that resulted in recurring violations.
- New Hampshire wanted to fully understand the drivers of these noncompliance cases in order to develop targeted ways to help these systems return to compliance while working with limited state resources.

Solutions

- The New Hampshire Capacity Development Program identifies PWSs in need (i.e., "the bucket list") based on referrals from enforcement and sanitary survey inspections.
- New Hampshire now has a dedicated person to oversee each PWS and help shepherd the system back to compliance. This individual becomes intimately familiar with the PWS's background and current situation and becomes knowledgeable about the underlying causes of noncompliance for that particular system.
- This individual also develops a relationship with the board members, and the owner and operator of the system in order to facilitate information sharing and open communications between the PWS and the state.
- The current status of noncompliant PWSs is discussed at quarterly meetings with the Drinking Water and Groundwater Bureau Administrator. When needed, the Administrator personally attends board member meetings to establish compliance plans and schedules. An active work log for each PWS on the bucket list is maintained and is accessible internally to all department staff. The bucket list is cross-checked quarterly with the U.S. Environmental Protection Agency's (EPA's) Enforcement Targeting Tool (ETT).

Success Measures

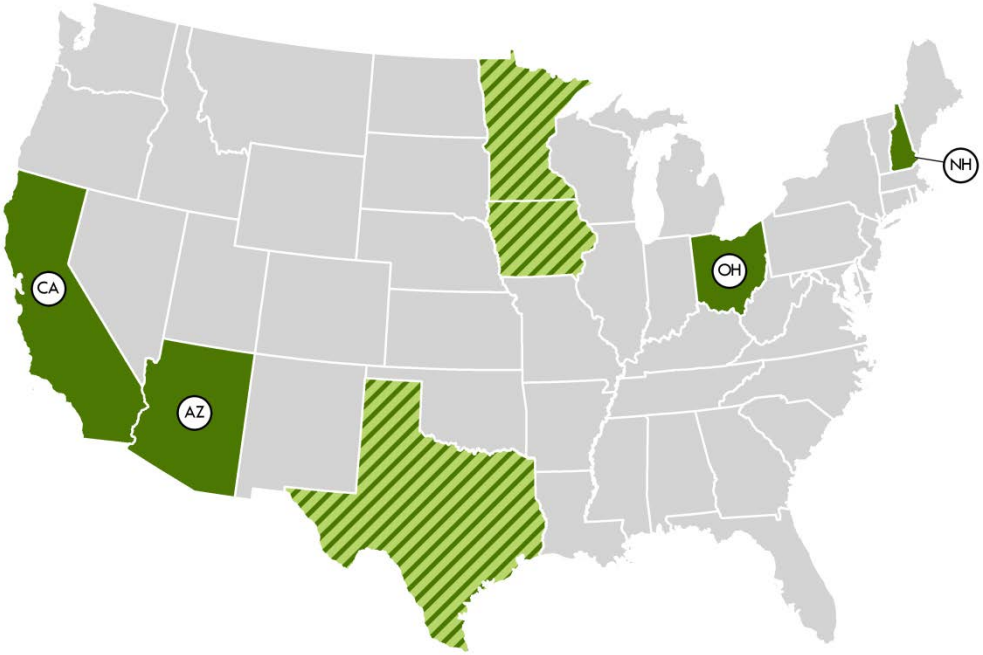
- In January 2008, the state hired one full-time employee and utilized the existing staff to assign a liaison for each PWS on the bucket list.
- Additionally, technical assistance staff in various departments of the Drinking Water Program, including enforcement, source water, operator certification and DWSRF collaborate more closely on a daily basis sharing information and insights on the PWSs that they assist.
- As a result of this program New Hampshire has seen a reduction in the number of systems with more than 11 points on the quarterly ETT list. Specifically, the state has seen reductions in the number of PWSs with arsenic and radionuclide Maximum Contaminant Level (MCL) violations.

Collaborating with State Agencies Outside the Framework of the PWSS Program

Model 2

The Model: Creating cross program teams to address a particular drinking water issue requires an initial investment in time and resources. However, if done well this effort can lead to significant long-term gains for all programs involved and the systems they assist. Maintaining cross program teams requires communication and cooperation from all parties involved (e.g., wastewater, air quality, laboratory, source water protection). The following state examples were identified to help illustrate how some states have been successful in these types of cross program collaborations.

Figure 2: States Featured as Model 2 Examples



The states that are shaded dark green and that include the state abbreviation represent the state examples found in Model 2 of this document. The striped states represent the state examples found in Models 1 & 3. Note that New Hampshire is also included in Model 1.

Arizona: Collaborating with the Lab Certification Program to Teach Sampling Methods

Visit http://www.azdhs.gov/lab/license/wastewaterTreatment.htm

Challenges

- The Arizona Laboratory Certification Program staff began noticing inconsistencies in wastewater sample collection. As a result they spoke with sample collectors and conducted laboratory certification inspections to identify the possible causes.
- The staff estimated that wastewater field sampling and testing based on method criteria were performed correctly about 50 percent of the time respectively indicating that no facilities were both sampling and testing correctly and completely. The staff linked these issues to lack of available training for sample collectors and minimal interaction between the sample collector and the certified laboratory.
- The Laboratory Certification Program staff informed both the Wastewater and the Drinking Water Programs about their findings. Although they had only investigated wastewater sampling they suspected that inconsistencies could be present in drinking water samples as well. All of the programs agreed on a need to collaborate and train sample collectors.

Solutions

- The Wastewater and Drinking Water Programs which maintain lists of certified operators now coordinate trainings that are conducted by the Laboratory Certification Program. The trainings cover various topics including field sampling techniques, equipment calibration and more.
- These trainings present approved sampling methods and include videos of actual field sampling procedures. The state aims to make the trainings interactive and as representative of the field environment as possible.
- The state also operates a website (see Web link above) that includes all of the information from the training workshops as well as contact information for individuals with more specific questions.

Success Measures

- As of August 2011, Arizona has hosted three rounds of training workshops and trained approximately one half of the wastewater utilities in the state.
- About one half of the training participants have taken action to change their current sampling practices. The Program continues to work with less proactive participants helping them understand practices that are incorrect or that need to be changed.
- Once the Program provides training to all of the sample collectors for public wastewater systems in the state the training will be offered to sample collectors at private wastewater utilities and mining facilities as well.
- The Program will also extend to drinking water sampling. Some drinking water sample collectors are responsible for the wastewater operations in their town as well and may have received the training already.

Ohio: Collaborating with Other State Agencies to on a Public Water System License to Operate

Visit http://www.epa.ohio.gov/ddagw/LTO.aspx

Challenges

- Many of the transient non-community water systems (TNCWSs) in Ohio (e.g., restaurants, bars) that were not meeting SDWA requirements, particularly monitoring and reporting requirements, were also not responding to traditional enforcement actions even though Ohio's Division of Drinking and Ground Waters (DDAGW) used a progressive enforcement process.
- As an additional approach to encourage TNCWSs to be more responsive to compliance issues, DDAGW considered utilizing the influence of these establishments' License to Operate (LTO). LTOs issued by DDAGW are required for both community water systems (CWSs) and TNCWSs and are separate from an operator license. LTOs are obtained and renewed each year by DDAGW.

Solutions

- Ohio EPA requires LTOs to be displayed in prominent locations at each PWS facility including bars and restaurants. The LTOs are then color-coded to indicate a PWS's compliance status. For example, green LTOs are given to PWSs that meet DDAGW's requirements while yellow LTOs are given to PWSs that need to correct violations or meet other DDAGW requirements.
- If a system is not meeting regulatory requirements, DDAGW's process is progressive: first outreach is provided to the system; then the LTO renewal will be conditioned (i.e., the PWS will be issued a yellow LTO); and lastly the LTO is revoked, denied, or suspended (i.e., the PWS will be issued a red LTO).
- Recognizing that TNCWSs might be even more responsive to limitations on their food or liquor licenses, DDAGW now uses other state agencies' enforcement authorities to help influence unresponsive PWSs and bring them back into compliance.
- For example, Ohio EPA is investing resources to conduct outreach and training for local health departments to ensure that they revoke or deny food service licenses when the food service establishment (which is also registered as a PWS) is not meeting drinking water requirements. DDAGW also coordinates with the State Division of Liquor Control which has the authority to revoke liquor licenses after food service licenses and LTOs have been revoked.

Success Measures

- Terminating LTOs and threatening to terminate LTOs serves as an effective deterrent for potential violators. It also provides an effective method for bringing systems into compliance when the cause of continued noncompliance is lack of interest and/or urgency in addressing the issue by the public water system owner.
- Several noncompliant cases have been successfully addressed through civil enforcement cases handled by the Attorney General's Office.

California: Collaborating with the Water Resources Control Board to Address Source Water Contamination

Visit
http://www.swrcb.ca.gov/water_issues/programs/gama/ab2222/index.shtml

Challenges

- Many small PWSs in California rely on ground water for a substantial portion of their supply.
- New legislation in 2008 required California EPA's State Water Resources Control Board (SWRCB), in conjunction with the California Department of Public Health (CDPH), to submit a report to the state legislature on contaminated ground water drinking sources.
- The report needed to identify: 1) communities that rely on contaminated ground water as a primary drinking water source; 2) all ground water drinking water sources and the principal contaminants affecting those sources; and 3) potential solutions and funding sources to remediate or treat contaminated ground water.

Solutions

- CDPH and SWRCB divide this overall effort into several key tasks and approach each task by combining their individual programs' information and expertise.
- The main tasks include: developing a list of constituents and chemicals of concern; identifying active drinking water sources with detections of these chemicals at a concentration above a primary MCL, Public Health Goal (PHG) or Notification Level; determining which communities and PWSs rely on a source from this list and correlating contaminants with water source locational data to identify principal contaminants in different geographic regions.
- CDPH and SWRCB then collaborate to draft the report for the state legislature. While SWRCB oversees the overall report preparation, CDPH utilizes source water assessments and other data to identify possible contamination activities. CDPH also offers expertise in identifying appropriate actions to address contamination at both the regional and PWS level, such as system consolidation, identification of a new source or implementation of a new treatment process. Furthermore, CDPH is knowledgeable of many funding sources that communities can use to carry out these activities.

Success Measures

- Throughout the process CDPH and SWRCB work collaboratively sharing data and expertise from their respective programs and developing a holistic perspective.
- By capitalizing on each program's available information and expertise, CDPH and SWRCB submitted the report to the state legislature in February 2012.
- The draft report, titled *Communities that Rely on Contaminanted Ground Water*, is available on SWRCB's website (see the Web link above). CDPH and SWRCB are currently working together to host stakeholder meetings and other public outreach activities associated with the report.

New Hampshire: Collaborating to Identify Unregistered Systems at Restaurants

Contact Susan Willoughby (susan.willoughby@des.nh.gov)

Challenges

- New Hampshire realized that not all restaurants that qualified as PWSs were registered as PWSs. Some of these unregistered systems were not aware of (and therefore not complying with) the applicable Federal and state requirements. In addition, because providing drinking water was not their main objective it was difficult to explain drinking water regulations and their importance to restaurant owners.
- The state recognized the need to identify all such PWSs to ensure public health protection. However, the Drinking Water Program did not have the additional resources to go out into the field and find all of these unregistered restaurants.

Solutions

- The Drinking Water Program now collaborates through an innovative partnership with the Department of Health and Human Services (DHHS) which is responsible for licensing restaurants and other food-related establishments.
- Without needing to use much additional time or resources the licensing officials within DHHS provide the Drinking Water Program with a list of licensed restaurants from their database.
- The Drinking Water Program then compares this list against their inventory of PWSs and provides the list to Drinking Water Program Sanitary Survey inspectors who identify unregistered facilities on the list. If a Sanitary Survey inspector finds a facility that is not registered as a PWS, he/she visits the restaurant and asks the owner some questions to determine if the restaurant qualifies as a PWS.
- If the facility qualifies as a PWS the inspector asks if he/she can perform an inspection and provide more information about the Drinking Water Program and its requirements. The inspector then refers the public water system to the Drinking Water Program which follows up with phone calls, inspections and technical outreach to register the facility as a PWS.

Success Measures

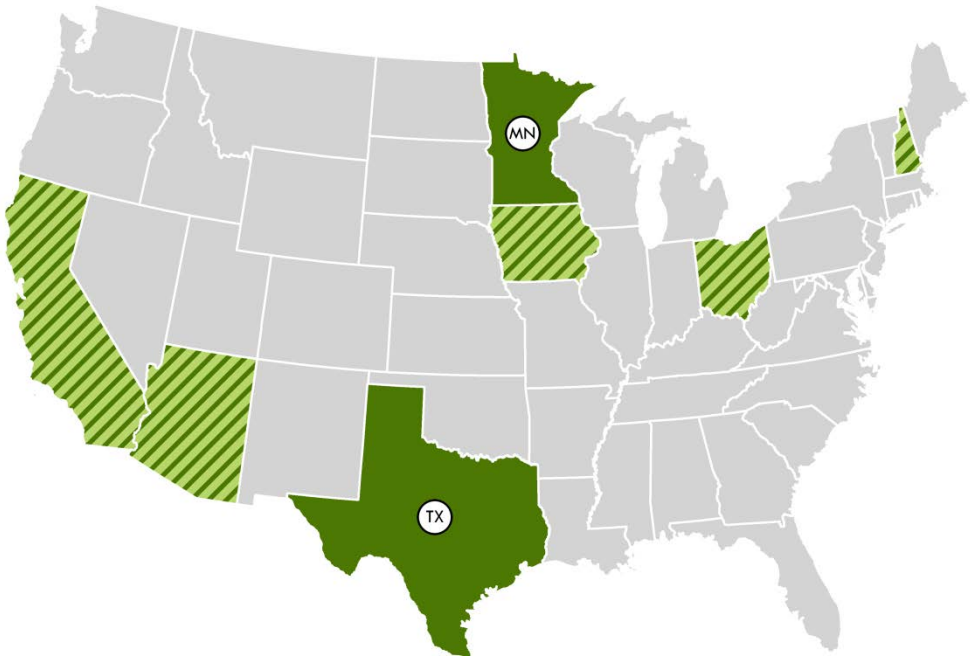
- The Sanitary Survey inspectors are in the field weekly allowing the Drinking Water Program to have extra “eyes” in the field to help identify unregistered PWSs.
- To date New Hampshire noted that they have generally been successful in getting unregistered PWSs to come in and get registered. Where needed, New Hampshire has worked with individuals and guided them through the process.
- If the Sanitary Survey inspector observes during a visit that a PWS is out of compliance with a drinking water regulation, he/she informs the restaurant owner and the Drinking Water Program provides any guidance or assistance as needed.

Collaborating Beyond the Traditional Framework of State Agencies

Model 3

The Model: Some small system challenges are particularly complex and require the state drinking water program to seek out assistance and partnerships in unexpected places with agencies and organizations that they might not traditionally partner with. Often times, these other agencies have specific influences or authorities that the drinking water program does not have. Therefore, collaborating with these other agencies may provide additional leverage for encouraging systems to make changes to return to and maintain compliance. The ability to convince the partner agency that their assistance is important and even mutually beneficial is necessary to be successful in striking up non-traditional partnerships. Learning the skills to gain willing commitment from partner agencies will give the drinking water program a valuable edge to accomplish goals and build productive relationships. This collaboration does require an initial investment of time but it can result in meeting your program's objectives as well as completing tasks more efficiently, improving negotiation skills and strengthening relationships. States are finding ways to collaborate with other agencies and leverage their authority to help meet the drinking water program's goals. Below are two examples that showcase the benefits of collaborating outside of the traditional drinking water program framework.

Figure 3: States Featured as Model 3 Examples



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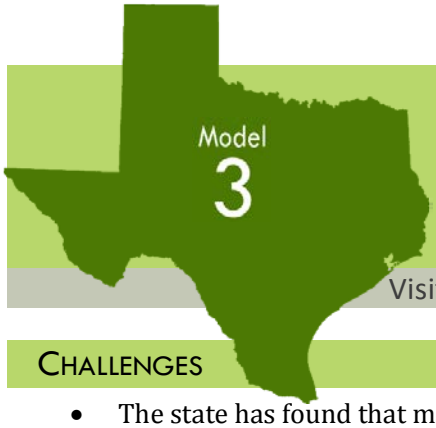


TEXAS: LOOKING AT RESTRUCTURING AS A COMPLIANCE OPTION

Visit http://www.beg.utexas.edu/environqlty/TCEQ_ss2004-2007.htm

CHALLENGES

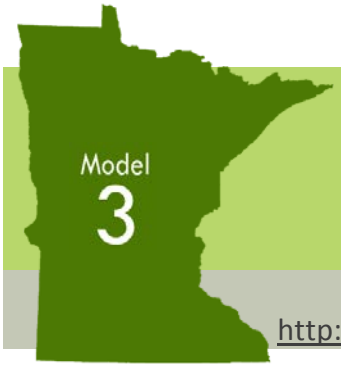
- The state has found that many small systems in Texas need assistance identifying options to come into compliance with drinking water regulations.
- Texas has learned that many PWSs have not considered restructuring or regionalization as a way to address noncompliance.

SOLUTIONS

- The Texas Commission on Environmental Quality contracted with the University of Texas - Bureau of Economic Geology to develop feasibility studies to help PWSs understand the public health impacts of noncompliance as well as options for returning to compliance including restructuring, consolidation, new sources and treatment.
- The University of Texas - Bureau of Economic Geology contracted with the New Mexico Environmental Finance Center and others to assist in accomplishing this goal.
- The contractors visited the PWSs and developed feasibility studies that outlined compliance challenges and potential restructuring solutions. During the visits the financial, managerial and technical capabilities of the PWSs were also analyzed. These studies included financial analyses to help the PWSs understand the associated costs per customer of each compliance option.
- The Texas Commission of Environmental Quality and their contractors followed up with meetings with some of the PWSs to discuss restructuring and regionalization as a compliance option.
- The Texas Commission of Environmental Quality funded this assistance using the DWSRF Small System Technical Assistance (2 percent) set-aside.

SUCCESS MEASURES

- The University of Texas completed 91 feasibility studies between 2004 and 2011. The PWSs studied had violations related to various drinking water standards including arsenic, fluoride, nitrates and radionuclides.
- Some PWSs with arsenic violations in the Waco area have initiated a regional project to purchase water from Waco. Various efforts to accomplish this have been undertaken including applying for DWSRF loans.
- Meetings to discuss arsenic compliance options for the Waco area led to the formation of the Texas Water Infrastructure Coordination Committee which is made up of state and federal funding and regulatory agencies.



Minnesota: Collaborating to Protect Source Water

Visit
http://www.mda.state.mn.us/protecting/waterprotection/drinkingwater.aspx

Challenges

- Land use activities and farming practices in Minnesota had been impacting both ground and surface water sources with particularly significant impacts to vulnerable aquifers.
- Protecting public water supply wells from contamination required the cooperation of PWSs, state and local agencies, property owners, farmers, businesses and the public.
- The Minnesota Department of Health (MDH) is responsible for assuring the compliance of CWSs with the SDWA. However, the Minnesota Department of Agriculture (MDA) is the lead agency for all aspects of environmental and regulatory functions related to pesticides and fertilizers.
- Several years ago, both MDA and MDH acknowledged that they needed to collaborate to develop practical and effective strategies to protect the state's water resources from potential non-point source contamination by fertilizers and pesticides.

Solutions

- MDA and MDH now collaborate to bring together residents, farmers, businesses and state and local agencies to take action and create goals and strategies to address potential sources of contamination, including croplands, lawns and septic tanks. The action plans outline specific steps and actions that can help individuals who manage these sources to protect local water quality. This approach helps bring in the community as partners in the collaboration effort.
- Information is distributed through public meetings, the media, direct mailings, utility bill inserts, demonstration projects and local school curriculums.
- MDA developed a number of resource materials to assist local planners, including Wellhead Protection planners, in managing potential sources of agricultural contamination such as fertilizers and pesticides.
- MDA developed a website to make these materials available on the Internet (see Web link above).

Success Measures

- Crop consultants and agriculture retailers took a leadership role in promoting nitrogen best management practices and developing nutrient management plans.
- Some farmers are taking advantage of cost-share incentives through the Environmental Quality Incentive Program to help pay for developing these plans.
- Community-based source water protection activities such as these may benefit PWSs by reducing levels of harmful contaminants. This may also lead to cost savings for PWSs as well as improved public health protection for consumers.

Consider These Next Steps…

Hopefully this document has provided you with some ideas and examples for your own for potential program collaboration in your state. As you reflect on these examples, consider a couple of questions:

- Are there some practical new approaches you discovered that could lead to increased collaboration, effectiveness and efficiency in your program, or between your program and other programs?
- Which examples are the most compelling for you? Is your state similar or different? How would you need to modify a particular approach in order for it to be successful in your state?

Once you have some ideas that you would like to try out consider what steps you would need to take. For example:

- Who are the key decision-makers and partners you would have to enlist to implement any new ideas you have in mind? What information would you need to provide in order to convince them of the benefits?
- What are the measures of success for your program? How would increased program collaboration move you closer to your goals? How would you know if it is working?
- Are there some non-programmatic related benefits that might occur from implementing program collaboration measures? For example, collaborating within and outside the drinking water program can help build lasting relationships that may provide avenues for future collaboration.

State/EPA Collaboration Workgroup

This document was developed with input from the State/EPA Collaboration Workgroup. The Workgroup state members were:

ASDWA	Bridget O'Grady, Association of State Drinking Water Administrators Jim Taft, Association of State Drinking Water Administrators
California	George Fagella, California Department of Public Health Kelvin Yamada, California Department of Public Health
Kentucky	Julia Kays, Kentucky Division of Compliance Assistance Cindy McDonald, Kentucky Department for Environmental Protection
Nevada	Reggie Lang, Nevada Division of Environmental Protection Andrea Seifert, Nevada Division of Environmental Protection
South Dakota	Paul Oien, South Dakota Department of Environment and Natural Resources
Washington	Loralei Walker, Washington State Department of Health

Additional documents developed by the Workgroup include:

- Funding Collaboration: Maximizing the Impact of Project Funding to Increase Compliance and Enhance Public Health
- Capacity Development and Operator Certification Collaboration: An Essential Partnership to Promote Small System Capacity