

Environmental Finance Center Network University of North Carolina - Region 4 1999 Annual Report

ANNUAL REPORT 1999

Environmental Finance Center - efc@unc
University of North Carolina
U.S. EPA Region 4

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Overview

Nineteen ninety-nine saw the creation, initial planning and organization of the Environmental Finance Center at UNC-Chapel Hill (efc@unc). Thanks to the efforts of supporters in the university and at EPA, the southeastern United States enters the twenty-first century with an efc@unc that is dedicated to enhancing the ability of governments and businesses to provide environmental services in fair, effective and sustainable ways. In its 1999 mission statement, the efc@unc committed to bridging students and faculty in the university who work principally on environmental financing, management and planning tools, and the governments and businesses whose job it is to use those tools for the public interest. The efc@unc also committed to using information delivery technology that is both appropriate to its core clientele and that helps span the great distances between researchers and clients in the southeastern United States. The efc@unc will also use technology to foster partnerships with other regional institutions that have shared or compatible goals. Towards these ends, the efc@unc put together in 1999 a management team, a governance structure, a strategic plan and a set of projects that carry over into the year 2000.

Accomplishments:

[Creating the efc@unc.](#)

Establishing a model of inter-university collaboration, notably between the Institute of Government (IOG) and the Office of Economic Development (OED) in the Kenan Center for Private Enterprise, dedicated to environmental finance and focused on the actual needs of government and businesses in the environmental finance field.

Establishing a governance structure, with a Director, Richard Whisnant, Assoc. Professor of Public Law and Government at the IOG, and a steering committee chaired by Prof. Mike Luger and consisting of the directors of the Institute of Government, the Program in Public Policy Analysis, the Department of City and Regional Planning, the Department of Environmental Sciences and Engineering, and two at-large members: Prof. Pete Andrews, chairman of the faculty and Stuart Hart, Assoc. Professor of Business Administration (who focuses on sustainable business practices).

Committing to a mission statement and strategic plan.

Hiring Leslie Stewart, from the Research Triangle Institute, to work with the OED and the [efc@unc](mailto:efc@unc.edu) .

Launching the website, www.unc.edu/depts/efc.

Successfully running and reporting on the first [efc](mailto:efc@unc.edu) network project, on Sustainable Urban Environments: the Charlotte Charrette On Brownfields Revolving Loan Funds.

Providing policy advice to the Secretary of the North Carolina Department of Environment and Natural Resources (DENR) for DENR's enforcement policy changes.

Completing a course and a report on wastewater and growth issues in the southeast coastal region (the central coastal counties of North Carolina).

Presenting overviews of local environmental roles and responsibilities to most of the newly elected officials in North Carolina and to many of the state's municipal and county administrators.

Acquiring initial assets for the digitized media library.

Submitting a successful collaborative proposal with the Southern Consortium of University Public Service Organizations, to build a video-enhanced network of southern university faculty working on smart growth issues.

Completing the data acquisition for the North Carolina portion of the Local Environmental Funding Database.

Ongoing programs and projects

Developing a course on environmental finance for use by the [efc](mailto:efc@unc.edu) network nationally, with a possible course extension aimed at international environmental finance

The [efc@unc](mailto:efc@unc.edu) local environmental finance database (a source of low cost financing information focusing on state and local funding, to supplement the EPA Financial Tools handbook)

Development of a digitized multimedia library on environmental financing issues

The smart growth network project with SCUPSOCI, a way of tying together the work of universities around the south on smart growth issues

Consultation to DENR and convening of parties working on land acquisition for conservation in North Carolina ("Million Acres" initiative)

Acknowledgments

The [efc@unc](mailto:efc@unc.edu) has many people to thank for its creation and first year of work. Among them are:

EFC

Prof. Richard Whisnant, Director, [efc@unc](mailto:efc@unc.edu)
 Mike Luger, Chairman of the Steering Committee, [efc@unc](mailto:efc@unc.edu)
 Leslie Stewart, OED and [efc@unc](mailto:efc@unc.edu)
 Sudeshna Ghosh, Ph.D. candidate in public policy
 Jim Klingler, MPA candidate
 Xun Wu, Ph.D. candidate in public policy
 Brian Kropp, Ph.D candidate in public policy
 Matt Michel, MPA '99.

John Hankinson, Regional Administrator
Stan Meiburg, Deputy Regional Administrator
Cory Berish, Chief, Planning Branch
Bob Cooper, Program Analyst, Planning Branch
Linda Rimer, Liaison for the Carolinas

EPA Headquarters

George Ames
Vera Hannigan
Alecia Crichlow
Mark Flory, EPA Sustainable Urban Environments Initiative
Barbara Bassuener

State

Bill Holman, Secretary, N.C. DENR
Michael Shore, Chief of the Planning Office, N.C. DENR
Bruce Nicholson, Brownfields Program Coordinator, N.C. DENR

Localities

Tom Warshauer, Brownfields Program Coordinator, City of Charlotte

University

Mike Smith, Director, Institute of Government
Prof. Pete Andrews, Chairman of the Faculty and Prof. Of Environmental Management and Policy
Prof. Bill Glaze, Director, Carolina Environmental Program
Ed Neal, Center for Teaching and Learning

Others

Fran Hoffman, Institute for Responsible Management
John Eick, P.E., W.K. Dickson
George Raftelis

Services provided to state agencies, localities and others*Coastal growth management and water quality report*

The efc@unc arranged for a course in the spring of 1999 to examine an actual problem in the financing of wastewater infrastructure in the southeastern coastal plain. Students of the course 'Current Applications in Environmental Management' offered by the Department of Environmental Sciences and Engineering at the University of North Carolina at Chapel Hill worked with local officials in the a four county area. They produced a report, "Growth Management And Water Quality In The Four County Area: Carteret, Craven, Onslow And Pamlico Counties, North Carolina."

Background

A water quality problem exists in Carteret, Craven, Onslow, and Pamlico Counties of North Carolina. The problem is broadly generalizeable to the coastal plain of the southeastern United States. This problem is closely linked to population densities and development. As population levels increase, wastewater disposal problems become more acute, and local surface waters become more stressed. The development associated with increasing population levels also negatively impacts water quality, because it results in increased impervious surfaces, and because it often replaces natural areas that provide buffers to the pollutants leaving other developed areas. A regression analysis carried out in this report suggests that a significant correlation between increases in growth and increases in water quality contaminants may exist.

In an effort to accommodate the wastewater resulting from population growth, the counties are investigating various technological alternatives to gather, treat, and dispose of the wastewater. However, the feasibility studies of these technological solutions do not address the problems of unmanaged growth. This report focused on the ways in which growth management can be beneficial for water quality, and how the barriers to growth management can be overcome.

Conclusion

Growth management has been successfully applied in many parts of the country, and can feasibly be applied to the Four County area. The report concluded that growth management is not being carried out sufficiently in the Four County area mainly due to lack of administrative and financial resources, lack of growth management information, and education and lack of agreement. Growth management can significantly improve water quality, and can help the four counties acquire the necessary financial assistance to implement a technical solution.

Recommendations

The report recommended that carefully thought out local and regional land-use plans should be developed which clearly articulate the specifics of where growth will occur and how new populations will be serviced. These plans should include zoning measures governing development and protective measures for natural areas. All new development should be designed in a way to minimize increases in runoff from impervious surfaces. To address the problem of lack of financial and administrative resources, the report recommended that growth management should be carefully coordinated between planning offices at the municipal, county, and state

levels. Additionally, other agencies with planning duties should be involved in the planning process and development of land-use plans. All possible sources of federal and independent funding should be solicited to offset the costs to communal and personal budgets. To address the problem of lack of growth management information and education, the report recommended that a publication defining and describing the benefits of growth management, zoning, and protection of natural areas should be written by county officials or the Regional Wastewater Task Force and be made publicly available. A concerted effort should be made to ascertain the likely secondary and cumulative economic, social, financial, health, and environmental impacts of the wastewater solutions that are being most seriously considered. The public should subsequently be made aware of such findings.

A better effort should be made to monitor water quality. Growth management information should be disseminated through avenues such as town meetings, public debates, workshops, pamphlets, campaigns, etc. This information should draw attention to the role each individual in the four counties has to play for the collective good. Public values should be taken into consideration, and the public must be more involved in the decision-making process than they currently are. Surveys are useful tools for ascertaining public opinion. To address the issue of lack of agreement between the stakeholders, the report explored the option of consensus building.

Brownfields cleanup revolving loan fund charrette

On July 22, 1999, the efc@unc helped the City of Charlotte to host "The Charlotte Charrette: Making a brownfields cleanup revolving loan fund work for Charlotte, North Carolina."

The charrette is a tool that the Environmental Finance Centers have found useful for local environmental problem solving and for revealing policy problems that are important but unarticulated, or that are not widely understood. The one-day meeting is essentially an intensive, collaborative, short-term application of expertise to a particular, usually local, problem.

Problem identification

In light of EPA's interest in exploring sustainable urban environments, the efc@unc offered to hold a charrette on an issue related to this problem. The City of Charlotte's Employment and Business Services (EBS) Division applied for a U.S. EPA grant to establish a Brownfields Cleanup Revolving Loan Fund (BCRLF) and received the grant award in May 1999. Even before grant award, the EBS had talked with the efc@unc and with the state Department of Environment and Natural Resources about its concerns about BCRLF implementation. Those conversations allowed the EBS Division to further refine these issues into three, distinct topic areas that cut across both issues of loan implementation and community revitalization:

- site management;
- financial structure; and
- geography and community involvement.

These were the issues of BCRLF implementation around which the agenda for the charrette was developed.

Participants and panelists

The Charlotte Charrette assembled a diverse group of participants and panelists. "Panelists" provide external perspectives to the "participants" who are directly involved with the implementation issues.

The Charlotte Charrette participants were the City of Charlotte (EBS Division) and the U.S. EPA as grantee and grantor of the BCRLF grant program, respectively. Panelists included community stakeholders, financial partners, other City professionals from environmental planning and development, State EPA, environmental consultants, City Attorney's office, City Manager's office, and environmental attorneys.

Given the importance of U.S. EPA rules interpretations in discussing the BCRLF, an U.S. EPA Headquarters official who was unable to attend the charrette used a speaker phone to provide a perspective on the genesis of the BCRLF program and answer questions.

A guest speaker from The Institute for Responsible Management offered a national perspective on brownfields redevelopment and provided a context for Charlotte's brownfields endeavors. The IRM has a cooperative agreement with EPA to "conduct research on and disseminate its findings to determine what processes are needed to achieve integrated cleanup and reuse of contaminated properties." Although its prior scope of work for EPA on brownfields did not include monitoring of the BCRLF grants, IRM agreed to and was able to quickly survey a sample of brownfield pilot programs around the country to assess how well the BCRLF was being implemented in its very early stages.

Preparations

During the several weeks preceding the charrette, the efc@unc conducted the following preparatory activities:

- held conference calls with EFC staff at the University of Maryland and reviewed materials they provided about the basics of

putting on and preparing for a charrette

- worked with the City of Charlotte to arrange a date, a meeting space, equipment, a catered lunch, and a videographer
- worked with the EBS Division to generate a tentative agenda modeled after previous charrettes held around the nation by the EFC network
- contacted the EFC at the University of Maryland to confirm availability of charrette moderator Dr. Jack Greer
- worked with the EBS Division to generate an invitation list based upon the roster of cooperative partners included with their BCRLF proposal
- called to invite each person and explain the project
- invited and briefed the speaker from IRM, Ms. Frances Hoffman
- conducted an informal phone survey of other BCRLF grantees similar to Charlotte in size and demographics to learn of their experiences with revolving loan funds, environmental financing, and environmental federal regulations
- assembled materials for a Charlotte Charrette notebook to provide background material on Charlotte's brownfields efforts and the BCRLF rules and express-mailed these to all expected attendees prior to the charrette.

Outcomes

The director of the efc@unc Richard Whisnant helped to host the day-long charrette meeting, which was moderated by Dr. Jack Greer from the University of Maryland EFC. Other efc@unc staff Leslie Stewart and Matt Michel assisted with flip charts, note taking, and meeting logistics.

Some of the key policy implications from the charrette discussion $i\frac{1}{2}$ for both policy makers and other BCRLF cities -- are summarized as follows. For policy makers trying innovative ways of service delivery across different government levels, especially from the federal to the local level:

- There is great value in integrating with existing local programs to the maximum extent possible.
- Success requires some flexibility in front-line, new program administration.
- Be mindful of the need to streamline and simplify grants and loans that will ultimately be just one piece of a user's larger funding package.
- All implementers derive value from negotiating maximum funding flexibility at the outset, and this flexibility can be important in assuring early successes.
- There is a need to honor the history and unique way of doing things of localities and communities that are involved with the program.
- There is great value in simple, succinct program information from the outset.
- For participants in EPA's Brownfields Cleanup Revolving Loan Fund (BCRLF) program:
 - The legally driven exclusions and paperwork as well as the current funding levels for the BCRLF program make it a difficult challenge to administer.
 - The required site management responsibilities may force localities to look for outside help in program administration, thus adding to the complexity.
 - The volume of paperwork involved in a given BCRLF loan suggests the need to increase loan size from what appears at first as a program suitable for small sites.
 - Integrating the BCRLF loan program with other brownfields and redevelopment assistance may make it more attractive to potential borrowers and developers.

The full report is available at the efc@unc website, www.unc.edu/depts/efc.

Environmental roles and responsibilities for local officials

The efc@unc presented an overview of environmental roles and responsibilities of local government to most of the newly elected officials and many of the municipal and county administrators in North Carolina at a series of schools in the winter of 1998 (county commissions, local administrators) and 1999 (mayors and city councils, with the League of Municipalities, and local administrators). These presentations were made in conjunction with the two and three-day schools for newly elected officials taught by the Institute of Government at UNC-Chapel Hill (IOG). The IOG has been delivering these schools for many years, but just began offering environmental content with these 1998 and 1999 sessions. EFC Director Richard Whisnant presented a brief history of local environmental roles.

- Local government's environmental responsibilities arise from several historical threads:
- the public health movements of the late nineteenth and early twentieth centuries (leading to municipal leadership roles in the provision of water, wastewater and solid waste services);
- the national pollution control efforts of the 1970s and beyond, originating with EPA and increasingly moving to more decentralized governance as the nation attempts to cope with diffuse sources of pollution; and
- land use planning, a traditional prerogative of local government.

To help set a positive tone for the presentations and to stimulate interest, these presentations used the short video produced by efc@unc director Richard Whisnant called "Environmental Law for the Next Generation of Local Leaders." Once local officials understand and accept that they have important roles and responsibilities for environmental protection, the discussion naturally turns to how they can pay for these services. The schools for newly elected officials provide an excellent way to inform this group of local officials about the services of the environmental finance centers. They also provide a useful feedback mechanism for the efc@unc to hear what environmental issues are actually on the minds of newly elected officials, through the question and answer period. The sessions also included a segment in which the new local leaders were encouraged and shown how to learn more about the ecological setting of their unit of government.

EFC local funding database

The Local Funding Database is a project originally designed to meet three goals: (1) to compile a list of environmental funding sources, in North Carolina, for the Eastern Band of the Cherokee Nation (2) to provide a North Carolina extension of the EPA's Environmental Finance Program Guidebook of Financial Tools and (3) to create a revisable database for environmental funding sources within North Carolina.

Originating as a request for potential funding sources for the Cherokees of western NC, the database has been compiled to be generalizable to county and municipal governments around North Carolina. As well as the Guidebook of Financial Tools, local administrators will now have a clearinghouse for environmental funding within the state. As a revisable database, researchers will also be able to track funding in the state over time. New funding sources can be added, and the dispersal activities of current funding sources can be recorded year to year.

The first phase of collecting the data was completed in 1999. The second phase will be assessing funding sources for which the Eastern Band of the Cherokee Nation is eligible. The third phase will be transforming the current database into a web-based document. Upon completion, a one-stop source for low cost environmental financing in North Carolina will be accessible to both researchers and local government officials.

Once the database is structured and delivered online with North Carolina data, the efc@unc hopes to expand its geographic reach to encompass regional, state and local low-cost funding sources in other states of the southeastern United States.

Management forms and financing information base

efc@unc has begun accumulating audio, video and text content from key advisors to local government about managing and financing public works. In addition, the efc@unc is seeking to compile and present digitized video clips about major pieces of state environmental legislation, to make it easier to understand what those laws are and how they came to be. Ultimately, the efc@unc hopes to make this information base available to clients throughout the region so that every unit of government that wants it can avail itself of the best possible advice on the many choices for structuring and financing environmental services. This information base would also serve as an historical record of management and financing practices for the past several decades, in which water and wastewater treatment first became widely available throughout the southeast.

North Carolina enforcement policy consultation

In August 1999, the efc@unc assembled a group of faculty members at UNC-Chapel Hill who work in the environmental arena to give feedback to the N.C. Department of Environment and Natural Resources (DENR) on its enforcement policy. Enforcement is a critical part of regulation, and regulation drives much of the need and type of investment by local governments in environmental

infrastructure. Thus enforcement policy plays a major role in shaping the demand for environmental financing. DENR is revised its new enforcement policy in the fall of 1999 following the consultation.

Clients directly served

Coastal growth study review panel

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Brownfields cleanup revolving loan fund charrette

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City of Charlotte, Business Services

Starrett, Jude
City of Charlotte, City Attorney's office

Flynn, Tom
City of Charlotte, City manager's office

Carpenter, Keith
City of Charlotte, Engineering

Gregor, Michelle

City of Charlotte, Engineering

Hall, Kevin
City of Charlotte, Planning

Harmon, Laura
City of Charlotte, Planning

Barry, Dr. John
Mecklenburg County EPA

Willard, Don
Mecklenburg County EPA

Vaughn, Jerry
Self Help Credit Union

Rogers, Ellen
Centura

Hutson, Benne
Smith Helms Mullis & Moore

Hildebran, Greg
Smith Helms

Morton, Rick
Kilpatrick Stockton

Cooper, Susan
Kilpatrick Stockton

Bozzini, Chris
Malcolm Pirnie

Stahr, Richard
Malcolm Pirnie

Lee, Charlie
HDR Infrastructure

Fiori, Mike
Altura Environmental

Boyle, Chuck
Bowman, Vicki
Sierra Club, Carolinas Land Conservation Network

White, Ted
West Enterprise Community

McLean, Preston
Northeast Enterprise Community

Shakelford, Lousie
Wilmore Community

Hopper, Mary
Queen City Congress

Pressley, Tony
SEDC/Urban Business Associations Group Developers

Crossland, John
CMDC

Whiting, Pete
Brownfield Properties

Environmental roles and responsibilities for local officials

Commissioners 1
Anson County Commissioner Bill Thacker

Avery County Commissioner Jake Owens

Avery County Manager Donald Baker

Buncombe County, Mike Morgan

Burke County Commissioner Jesse Searcy
Burke County Commissioner Trossie Wall, Jr.
Burke County Manager J. George
Caldwell County Commission
Vice Chairman Alden Starnes
Caldwell County Commissioner Larry Taylor
Caldwell County Manager Bobby White
Cherokee County Commissioner Dana Jones
Cherokee County Commissioner Ernest Jones
Cherokee County Commissioner BarbaraVicknair
Cherokee County Interim County Manager
Randy Wiggins
Dare County Commissioner Moncie Daniels, III
Gaston County Commissioner Heath Jenkins
Gaston County Commissioner Tom Keigher
Gaston County Manager Philip Hinely
Graham County Commissioner Claudine Gibson
Guilford County Commissioner Linda Shaw
Haywood County Commissioner
Mary Ann Enloe
Haywood County Commissioner
Carlyle Ferguson
Haywood County Commissioner Robert Forga
Haywood County Commissioner Wade Francis
Haywood County Commissioner Jim Stevens
Haywood County Manager Jack Horton
Haywood County
Enterprise Mountaineer
Vicki Hyatt
Henderson County Commissioner
Marilyn Gordon
Henderson County Commissioner Bill Moyer
Hoke County Attorney Harry Southerland
Hoke County Commission Chairman
James Leach
Hoke County Commissioner Charles Daniels
Hoke County Commissioner Anthony Hunt
Holly Springs City Commissioner Jim Dolle
Jackson County Commission Chairman
Jay Denton
Jackson County Commissioner Stacy Buchanan
Jackson County Commissioner Conrad Burrell
Jackson County Commissioner
Roberta Crawford
Jackson County Commissioner Franz Whitmire

Jackson County Interim County Manager
Richard Honeycutt

Lincoln County Commissioner John Gamble

Lincoln County
Dr. Gamble's Wife, Betty Gamble

Lincoln County Commissioner David Wilson

Macon County Commissioner Allan Bryson

Macon County Commissioner Harold Corbin

Macon County Commissioner Jim Davis

Macon County Commissioner Janet Long

Macon County Manager Sam Greenwood

Madison County Commissioner Reese Steen

Madison County Commissioner Sandra Tolley

Madison County Commissioner Jerry Wallin

Madison County Manager Chris Wease

McDowell County Commissioner John Brackett

McDowell County Commissioner J. Buff

McDowell County Commissioner
Michael Thompson

McDowell County Manager Charles Abernathy

Mecklenburg County Commissioner Tom Cox

Mecklenburg County Commissioner
Margaret Markey

Mecklenburg County Commissioner
Norman Mitchell

Person County Commissioner Roy Holler

Person County Manager Barry Reed

Polk County Commissioner
Timothy McCormack

Polk County Commissioner Dolores Myhre

Polk County Commissioner Lawrence Poe

Polk County Manager Lane Bailey

Region A COG Executive Director Bill Gibson

Rowan County Commissioner
Arnold Chamberlain

Rutherford County Commissioner
Lewis Hamrick

Rutherford County Commissioner Don Splawn

Rutherford County Manager John Lewis, Jr.

Stanly County Commissioner Kenneth Furr

Stanly County Commissioner Lester Galloway

Stanly County Commissioner Fletcher McIntyre

Transylvania County Clerk to the Board
Sandra Jameson

Transylvania County Commissioner
Marla Cilley

Transylvania County Commissioner Jeff Duvall

Transylvania County Commissioner Ray Miller

Transylvania County Manager Arthur Wilson

Wilkes County Commissioner Roy Absher

Wilkes County Commissioner Jerry Sidden

Wilkes County Manager Gary Page

Yadkin County Commissioner Tommy Brandon

Yadkin County Commissioner Grady Hunter

Yadkin County Commissioner Richard Miller

Yancey County Commission Chairman
Keith Presnell

Yancey County Commissioner Billy Bailey

Yancey County Manager Mr. Kelly Pipes

Commissioners 2

Alamance County Commissioner
Samuel Powell

Alexander County Commissioner
Joel Harbinson

Alexander County Commissioner David Odom

Alexander County Commissioner John Watts

Alleghany County Commissioner
Charity Gambill

Anson County Commissioner Stephen Lear

Anson County Commissioner
Michael Livingston

Cabarrus County Commission Chairman
Sue Casper

Cabarrus County Commission Vice-Chair
Carolyn Carpenter

Cabarrus County Commissioner Jeff Barnhart

Cabarrus County Commissioner Arne Fennel

Cabarrus County Commissioner Coy Privette

Cabarrus County Manager Frank Clifton, Jr.

Caswell County Commissioner Kenneth Travis

Caswell County Commissioner
J. Kin Watlington

Catawba County Commissioner Kitty Barnes

Chatham County Commissioner Rick Givens

Chatham County Commissioner Carl Outz

Chatham County Commissioner Gary Phillips

Chowan County Commissioner
C. Louis Belfield

Columbus County Commissioner
Amon McKenzie

Cumberland County Commissioner
Talmage Baggett

Davidson County Commissioner Cindy Atkins
Davidson County Commissioner Rick Lanier
Davidson County Commissioner Fred McClure
Davidson County Manager J. Moore
Davie County Commissioner Michael Allen
Davie County Commissioner Bobby Knight
Durham County Commission Vice-Chairman
Ellen Reckhow
Gates County Commissioner Marsha Langston
Greene County Commissioner Lonnie Carraway
Guilford County Commissioner Jeff Thigpen
Hertford County Commissioner Curtis Freeman
Iredell County Commissioner Thomas Bowles
Iredell County Manager Joel Mashburn
Johnston County Clerk to the Board
Joyce Ennis
Johnston County Commissioner
James Langdon, Jr.
Johnston County Commissioner Allen Mims
Johnston County Commissioner Thomas Moore
Johnston County Commissioner Wade Stewart
Johnston County Manager Richard Self
Montgomery County Commissioner Ted Blake
Moore County Commissioner David Cummings
Moore County Manager W. David McNeill
N.C. Association of County Commissioners Editor, County Lines, Matt Shaw
Northampton County Commissioner
Robert Carter
Orange County Commissioner Barry Jacobs
Person County Commissioner Eugene Berryhill
Person County Commissioner Johnny Lunsford
Sampson County Commissioner Jarvis McLamb
Sampson County Manager Jerry Hobbs
Scotland County Commissioner John Cooley
Scotland County Commissioner Lloyd Hinson
Surry County Commissioner Gary York
Union County Commissioner Larry Helms
Union County Commissioner Richard Stone
Wake County Commissioner Linda Coleman
Wake County Commissioner Betty Mangum
Wake County Commissioner Michael Weeks
Warren County Clerk to the Board
Angelena Kearney-Dunlap
Warren County Commissioner

Harry Williams III

Wilkes County Commissioner Jack Welborn

Commissioners 3

Ashe County Commissioner Larry Rhodes

Beaufort County Commissioner Mickey Cochran

Beaufort County Commissioner
Dorothy Comegys

Beaufort County Commissioner
Stan Deatherage

Beaufort County Commissioner
Carolyn Harding

Beaufort County Commissioner David Moore

Beaufort County Manager Donald Davenport

Bertie County Commission Chairman
J. Jasper Bazemore

Bertie County Commission Vice-Chairman
Elbert Bryant

Bertie County Commissioner Rick Harrell

Bertie County Manager/Tax Administrator
Jack Williford

Carteret County Commissioner Jimmy LaShan

Carteret County Commissioner
Jonathan Robinson

Carteret County Manager Robert Murphy

Chowan County Commissioner
Wayne Goodwin

Craven County Commissioner Lee Allen

Craven County Commissioner C. Bland

Craven County Commissioner
Johnnie Sampson, Jr.

Craven County Commissioner J. Talton

Craven County Manager Harold Blizzard

Cumberland County Commissioner J. Blackwell

Dare County Commission Vice Chairman
Anna Sadler

Dare County Commissioner Stan White

Duplin County Commissioner Arliss Albertson

Duplin County Commissioner Larry Howard

Edgecombe County Commissioner T. Cherry

Edgecombe County Commissioner E. Hines

Edgecombe County Manager Joseph Durham

Franklin County Commissioner Ed Strickland

Greene County Clerk to the Board
Erika Churchill

Greene County Commissioner James Fulghum

Greene County Commissioner Denny Garner

Halifax County Commissioner Roger Dalton
Halifax County Manager Charles Archer
Jones County Commissioner Joseph Wiggins
Jones County Manager Larry Meadows
Lee County Commissioner W. Adams
Lee County Commissioner Herb Hincks
Lee County Commissioner John Sauls
Lee County Manager William Cowan
Martin County Commissioner Tommy Bowen
Martin County Commissioner J. Dixon
Martin County Commissioner C. Hurst
Martin County Commissioner Butch Lilley, Jr.
Martin County Commissioner
William Manson, Jr.
Martin County Manager Donnie Pittman
Nash County Commissioner J. Alford
Nash County Commissioner Fred Belfield
Nash County Commissioner Lou Richardson
Nash County Manager J. Deal
Pamlico County Commissioner Doug Brinson
Pamlico County Commissioner Johnnie Tripp
Pasquotank County Commissioner
Sam Davis III
Pasquotank County Commissioner
G. Matt Wood
Pender County Commission Chairman
F. D. Rivenbark
Pender County Commission Vice-Chairman
Cleveland Simpson
Pender County Commissioner Carolyn Justice
Pender County Commissioner
Dwight Strickland
Pender County Finance Off'r/Asst. Co. Mgr.
Paul Culver
Perquimans County Commissioner
Benjamin Hobbs
Pitt County Commissioner Glenn Bowen
Pitt County Commissioner David Hammond
Pitt County Commissioner Terry Shank
Pitt County Manager Tom Robinson
Richmond County Commissioner H. Webb, Jr.
Richmond County Commissioner
Paul Wilson, Jr.
Rockingham County Commissioner H. Duncan
Rockingham County Commissioner Trish Gwyn
Rockingham County Commissioner H. Hoover

Rockingham County Commissioner N. Owens

Rockingham County Commissioner
Clarence Tucker

Rockingham County Manager Jerry Myers

Tyrrell County Commissioner Nina Griswell

Wake County Commissioner Herbert Council

Washington County Commissioner
William Sexton

Watauga County Commissioner Sue Sweeting

Wilson County Commissioner Roger Lucas

Wilson County Manager Ellis Williford

[NB: the database for the newly elected mayors and council members schools was unavailable as of this report

Basics of environmental law and policy for municipal and county administrators

County 1 class

Alamance County Planner II
Steve Hundley

Anson County Admin. Asst./Clerk to the Bd.
Bonnie Huntley

Bladen County Director of Elections
Larry Hammond

Buncombe County Assistant Finance Director
Martha Zeigler

Chowan County Social Services Director
Ben Rose

Craven County Finance Officer
Rick Hemphill

Cumberland County Community Development Director, Thanena Wilson

Cumberland County Public Information Director, Tonya Harris-Council

Duplin County Manager Jim Barnhardt

Durham County Administrative Service
Joyce McNeill

Forsyth County Director, EMS
Buck Johnson

Forsyth County Financial Systems Analyst
Gloria Turowski

Guilford County Director of Day Reporting
Reginald Hayes

Guilford County Director, Risk Management
Randy Zimmerman

Rowan County Telecommunications Director
Frank Thomason

Rutherford County Director of Social Services
Penny Davis

Stokes County Dep Clk to Bd/Personnel Clk
Darlene Bullins

Vance County Environmental Manager
Todd Clark

Wake County Public Information Director
Kim Gazella

County 2 class

Alleghany County Register of Deeds
Lizabeth Roupe

Caswell County Manager Eric DeMoura

Chatham County Accountant Kathy Scott

Cleveland County Personnel Director
Eddie Bailes

Dare County Public Relations Coordinator
Dorothy Holt

Dare County Recreation Superintendent
Debbie Luke

Durham County Register of Deeds
Willie Covington

Halifax County Public Information Officer
Doug Hewett

Lee County Assistant County Attorney
Brenda White

Mecklenburg County Director, Site Services
Peter Tatge

Mecklenburg County Special Projects Manager
Matt Williams

NC Assn. of County Commissioners
Insurance/Business Manager Susan Klakoff

NC Dept. of Commerce CD Planner Ian Phyers

New Hanover County Human Relations Department Director Anthony Wade

Onslow County Personnel Director
Wayne Morris

Pitt County Solid Waste Director Joel Scales

Rutherford County Tax Administrator
Bill Doolittle

Municipal 1 Class

City of Burlington Finance Director
Holli Hollifield

City of Charlotte Water Distribution Supt.
Angela Lee

City of Concord Ex. Dir., Infrastructure
Tim Lowder

City of Durham Water and Sewer Engineer
Don Greeley

City of Eden Human Resources Director
Kaye Powell

City of Fayetteville Planner II, David Nash

City of Graham Director of Recreation & Parks
Melody Wiggins

City of Greensboro Budget & Evaluation Analyst, Randy Hunsucker

City of Hamlet City Clerk Jeanette Terry

City of Havelock Dir. of Planning & Inspections
Kelly Martin

City of Monroe Director of Engineering
Jim Loyd

City of Raeford Chief of Police Mack High

City of Washington Risk Manager Bill Lurvey

City of Winston-Salem Acctg & Fin'l Reporting Mgr., Lisa Saunders

City of Winston-Salem Deputy Fire Chief
John Lucas

Cityof Kannapolis City Manager David Hales

Town of Apex Dir of Eng & Constrct Mgmt
David Hughes

Town of Burgaw Town Manager
Andy Honeycutt

Town of Carthage Town Clerk/Zoning Admin'r.
Carol Cleetwood

Town of Cary Chief of Police Windy Hunter

Town of Cary Human Resources Manager
Valiria Cunningham

Town of Chapel Hill Parks & Recreation Director Kathryn Spatz

Town of Clemmons Village Manager
Gary Looper

Town of Cramerton Town Manager
Chuck Robinson

Town of Elizabethtown Planning & CD Director Matt Livingston

Town of Grifton Town Administrator
Paul Spruill

Town of Hope Mills Assistant Town Manager
Sheila Merriman

Town of Kitty Hawk Fire Chief Lowell Spivey

Town of Lake Waccamaw Town Manager
David Cotton

Town of Laurel Park Town Manager Jim Ball

Town of Long Beach Town Manager
Matt Settlemyer

Town of Marvin Town Administrator
Rene Dotson

Town of Maxton Town Clerk/Finance Officer
Jacqueline Roberson

Town of Stallings Town Administrator
Anthony Roberts

Town of Wake Forest Human Resources Officer
Tammy Moody

Town of Walnut Cove Town Manager
Darren Rhodes

Municipal 2 class

City of Asheville City Engineer Cathy Ball

City of Charlotte Deputy Fire Chief
David Duffy

City of Durham Training Specialist
Vickie Atkinson

City of Elizabeth City Planning & CD Director
Reggie Goodson

City of Greenville Police Lieutenant
Janice Harris

City of Hendersonville Personnel Officer
Willa Frady

City of Hickory Fire Chief Tom Alexander

City of Kings Mountain Planning & Econ Dev Director Steve Killian

City of Laurinburg Finance Director
Cindy Carpenter

City of Raleigh Development Plans Admin'r.
Dan Howe

City of Raleigh Stormwater Engineering Mgr.
Danny Bowden

City of Rocky Mount City Chemist
David Gardner

City of Sanford Information Systems Director
John Clayton

City of Wilmington City Engineer Bill Penny

Town of Atlantic Beach Town Manager
Ed Sealover

Town of Banner Elk Town Manager
Shannon Baldwin

Town of Bath Deputy Town Clerk Marty Fulton

Town of Bladenboro Town Administrator
Delane Jackson

Town of Manteo Assistant Town Manager
Shannon Twiddy

Town of Wrightsville Beach Chief of Police
Joe Noble

Village of Pinehurst Planning Director
Hope Sullivan

Customer feed-back from EFC actions/events

(from the Brownfields Cleanup Revolving Loan Fund Charrette):

"I thought today was a very useful process for moving this program along. It helped to hear some things from the various points of view around the room; it crystallized the issues for me and forced me to focus on some things I hadn't focused on before. There were some really useful suggestions in the "solutions" section of the charrette that I hope Charlotte and we [the State] can use to further brownfields efforts in the State of North Carolina." Bruce Nicholson, State Superfund Section Brownfields Coordinator.

"The charrette here in Charlotte today was very useful, especially in the context of brownfields. The process of the charrette brings all the experts with various expertise together; today I think we made serious progress by bringing everyone together. I found it a very, very useful process." Beau Mills, U.S. EPA, on IPA to the Governor's Office, State of North Carolina.

"The charrette was a tremendous benefit for us today. To be able to hear from the agencies, federal, state and local, as well as the intellectual resources of the university was really great. For us to focus on it among ourselves would be one thing, but to have the added brainpower of all these people really helped bring us to some conclusions; with some of the brainstorming we had today; about some of the questions that have really been bugging us in this [brownfields revolving loan cleanup] program." Tom Warshauer, City of Charlotte.

(from a session of the School for Newly Elected Mayors and Council Members, Fall 1999): "This environmental information is so important; It should be put at the start of this entire school and emphasized throughout. These are the most important things new mayors and council members should be hearing."

New and emerging issues for the efc@unc

Course of study on environmental finance

The efc@unc has begun work on a set of course materials for the teaching of environmental finance. The goal is to bridge a gap between existing academic courses on public finance (Prof. Luger teaches such a course at UNC) and existing training materials for

government officials in the area. The curriculum design is now in progress. The efc@unc will prepare a course that can be delivered through the efc national network, and that can serve as a basis for an international finance course.

Consortium On Growth In The Southeast

In conjunction with the Southern Consortium of University Public Service Organizations (SCUPSO), the Southern Growth Policies Board, and the Video Development Initiative (ViDe), with funding from the Southeastern University Research Association (SURA), the efc@unc is looking forward to linking together faculty around the southern United States who are working on aspects of growth management.

The institutions involved for the year 2000 give broad coverage across the southern United States. The means for this linkage is the emerging technology of large scale video networks (LSVN), under development for eventual widespread deployment on Internet 2. Faculty in the consortium will use desktop videoconferencing to share thoughts and data about the numerous efforts at growth management around the region.

The efc@unc local environmental finance database

The efc@unc will continue to build the local environmental finance database as a source of low cost financing information focusing on state and local funding, to supplement the EPA Financial Tools handbook.

Development of a digitized multimedia library on environmental financing issues

The efc@unc will continue acquiring multimedia assets that can provide environmental finance expertise to clients at remote locations. In the year 2000, the focus will shift to managing and a method for delivering this content.

Conserving a Million Acres: consultation to DENR and convening of parties working on land acquisition for conservation in North Carolina.

The Governor of North Carolina and its Department of Environment and Natural Resources are looking at ways to conserve a million or more acres of land for environmental protection purposes. The efc@unc has agreed to help with this effort.

Collaborative work with other EFCs

Charlotte Charrette

The Charlotte charrette on sustainable urban environments (Implementing a Brownfields Revolving Loan Fund) was the first national efc network project. The efc@unc and the Environmental Finance Center at the University of Maryland collaborated to put on this charrette.

Course Planning

The work underway on a course for environmental finance, led by the efc@unc, is designed expressly as a collaborative effort that can pull together the expertise of all the environmental finance centers. The efc@unc has devoted a discussion forum on its webpage as a way of facilitating this inter-center discussion. See <http://www.unc.edu/depts/efc/> (click on the link for "forums").

Activities of the efc@unc in 1999

October 1999:

10/22/99 efc@unc met with Hon. Gilberto Pulido of Colombia to discuss sustainable development in the Orinoco region of South America, and issues regarding the environmental finance course being developed by the efc@unc.

September 1999:

9/15-9/17: Environmental Finance Center network meeting in Boise, Idaho.

9/14: Richard presents paper on final agency decisions as a means of intra-agency communication to the National Association of Administrative Law Judges at their Asheville meeting.

9/3: Lauren, Richard, Tim Pyatt and Steve Weiss of the UNC Library Manuscripts Department, and John Bason of WUNC-TV review and transfer to Lauren the logs of WUNC-TV's Stateside and Legislative Week in Review shows, to compile a database of environmental content.

9/1: Onsite wastewater field demonstration day at N.C. State University's national demonstration center.

August 1999:

8/31: meeting with Linda Hoke of the Southern Growth Policies Board and the executive committee of SCUPSO to discuss and agree on a joint proposal to establish a large scale video conferencing link between faculty in the south working on growth

management issues.

8/25: strategic planning meeting with the Environmental Education Fund, Inc. and environmental educators from Duke, N.C. State University, and the N.C. public school system to discuss priorities, including a focus on data gathering on public attitudes and aptitudes regarding the environment.

8/24: efc convenes meeting with Dept. of Environmental and Natural Resource policy advisor Michael Shore to discuss changes in the DENR enforcement policies.

8/12: Kickoff meeting with UNC Library Manuscripts department, Lauren and WUNC-TV legislative producer John Bason to discuss the digital library project.

8/8-8/10: Environmental Finance Advisory Board meeting, San Francisco.

July 1999:

7/26: meeting with WUNC-TV to discuss the creation of an archive of digitized video on the history of environmental laws in the region.

7/23: Richard presents Developments in Environmental Law to the N.C. County Attorneys' summer meeting in Asheville.

7/22: The Charlotte Charrette on Sustainable Urban Environments. See the report.

7/8-7/10: Richard attends NETSC's program on Assessing Wastewater Options for Small Communities at the University of West Virginia.

June 1999:

6/29: meeting with curriculum consultant Ed Neal to discuss initial plans for an environmental finance course.

6/25-26: N.C. Watershed Coalition conference, Catawba College.

6/24: Meeting and videotaping of Am. Wastewater Association and N.C. League of Municipalities' presentation on stormwater Phase II.

6/23: Funding confirmed for IBM curriculum enhancement grant to produce a digitized library on environmental laws in the southeast.

6/10-6/11: Meeting with N.C. city and county managers to discuss stormwater financing and the first round of funding under the 1998 Clean Water Bonds.

6/2: efc@unc launches first draft of its web page.

May 1999:

5/21: Richard confers with City of Charlotte and N.C. attorney general's office about possible structure for city application to brownfields revolving loan fund, in light of EPA requirements for "lead agencies" and issues surrounding compliance with NCP removal requirements.

5/19-5/20: Richard attends planning meeting of SAMAB, Southern Appalachian Man and the Biosphere, to explore possible connections between SAMAB work and the efc network.

5/13: Richard meets with the board of the Environmental Education Fund, a new nonprofit entity that is preparing a media campaign designed to raise awareness of environmental consequences of individual actions. Board reviews four campaign ideas and story boards prepared by the firm of Bouvier and Kelly --thirty second tv spots to be pitched to individual and corporate sponsors as a base for raising funds that would eventually go to teachers and libraries for environmental ed projects. Possible linkage with SAMAB "Grow native" and "sustainable communities" initiative. Possible model for use elsewhere.

5/10--5/12: Richard works with town of La Grange to position town council to understand water delivery issues for possible annexation area currently served by private company through system with some FHA financing.

5/10: Richard and Leslie discuss Charlotte charrette with Boyd Cauble, assistant to the Mayor. Boyd is appointing a team in Charlotte to work towards the charrette, to be headed by Tom Warshauer, the point person for Charlotte's brownfields effort.

5/6: discussions with Dennis Rash of Bank of America about the bank's smart growth efforts and possible links to the efc.

5/3: general permission secured from WUNC-TV (public television) for access to and use of historical clips on environmental issues

for eventual online, digitized presentation to efc and IOG clients.

5/1: Richard presents Emerging Issues in Environmental Law to N.C. Bar Association Environmental Law Section, focusing on the increasingly local, place-based nature of environmental regulation.

April 1999: 4/30: Richard presents An Overview and Historical Perspective on the Role of Local Government in Clean Water to Save Our State, a nonprofit organization devoted to N.C. environmental policy.

April 1999:

4/28: Richard presents Critical Developments and Emerging Issues in Environmental Law to the Energy, Environment and Natural Resources Committee of the N.C. League of Municipalities, focusing on ozone nonattainment designation and financing of stormwater and collection system improvements.

4/27: Richard and Leslie discuss developments in the Gulf of Mexico Program with Jim Giattina, Director of the GMPO.

4/21: Richard and Leslie meet with the UNC Environmental Ph.D. seminar to discuss the efc@unc and issues outlined by research associate Brian Kropp regarding water and wastewater financing.

4/6, 4/8 and 4/13: Three classes of Political Science 135, on state and local government, look at local environmental issues through the eyes of panels convened by Richard on agriculture and environment, radioactive waste, and conservation easements.

4/6-4/7: Richard attends the Governor's Summit on Southern Appalachian Air Quality, looking at regional approaches to acid deposition and haze in the southern Appalachian mountains with representatives from Tennessee, Kentucky, South Carolina, and Georgia.

March 1999:

3/12: Richard meets with the environmental director of the Eastern Band of the Cherokee to discuss what state funds they may be eligible for.

3/8: Richard and Leslie hold conference call with EFC at Maryland to get some tech transfer on charrettes, in preparation for hosting one in Charlotte sometime in summer 1999.

3/2-4: Mike and Richard attend EFAB and EFC meetings in Washington, DC. Highlights they reported include: EPA's request to fund 8 EFCs in the President's FY2000 budget; a rollout of Better America bonds by EPA Administrator Carol Browner; and plans to include Charlotte as one of the sites of a charrette like the others the EFC in Maryland has been holding.

The people of the Efc@unc

Richard Whisnant is the Director of the efc@unc and Associate Professor of Public Law and Government at the Institute of Government. He teaches environmental and administrative law, often to local and state officials such as city and county managers and attorneys, judges, and finance officers. As an Institute of Government faculty member, Richard works with local government on a daily basis to answer questions and give advice about environmental problems. Richard's interests and expertise are in environmental law, including the core air, water and waste statutes, the law of cleaning up contaminated property, and various specialized areas such as risk assessment, water resource management, coastal development, sedimentation and erosion control; administrative law, including the structure and processes of administrative agencies at the state and local level, regulatory reform, rulemaking, permitting and enforcement; and in financing environmental infrastructure. Richard is also knowledgeable in the area of digital content creation and distribution. He holds degrees from Harvard University, including a J.D. and a Masters in Public Policy, and from the University of North Carolina at Chapel Hill. Prior to joining the Institute faculty, he served as General Counsel to the N.C. Dept. of Environment, Health and Natural Resources. He has also practiced environmental law in the private sector as well as representing public interest environmental law firms. He served as law clerk to the Hon. Sam J. Ervin, III, United States Court of Appeals for the Fourth Circuit, and as an editor of the Harvard Law Review, where he helped produce that publication's comprehensive summary of developments in toxic waste litigation in 1986.

Michael Luger, Ph.D., is the Director of UNC-CH's Office of Economic Development. He also teaches in UNC's public policy and city and regional planning departments. Mike's interests and expertise are in urban and regional economics, economic development, public finance/tax policy, science and technology policy, and environmental infrastructure. He holds degrees from Berkeley and Princeton, including a Ph.D. in economics and masters degrees in both planning and public administration. Mike is often invited to give presentations nationally and internationally; recent topics have included Eco-Industrial Parks, at the Fourth International Conference on Industrial Park Planning and Management, in Taipei in January 1999, and "Models of Solid Waste in an Intergovernmental Setting," for the APPAM Research Conference in November 1998. Mike is currently directing two policy studies for the North Carolina Department of Commerce, on tax incentives and worker dislocation.

Leslie Stewart is Associate Director of UNC-CH's Office of Economic Development, which has a public service mission to help the

state and local governments in North Carolina with practical and policy matters related to economic development. She has 13 years of experience at the Research Triangle Institute, where in addition to various program evaluations related to community development, she worked on community outreach projects on environmental issues for the U.S. Environmental Protection Agency and the Agency for Toxic Substances and Disease Registry. She has also helped both urban and rural communities and regions with strategic planning for various purposes related to economic development. Leslie has a Masters in Public Administration from UNC-CH and a bachelors degree in economics from Colgate University, and she is currently pursuing professional training as an economic developer.

Sudeshna Ghosh joined the Ph.D. program in UNC-CH's Department of Public Policy Analysis in Fall 1997 after receiving her bachelors and masters degrees at Delhi University in India. Sudeshna's main interest is urban and environmental economics. In addition to being a research assistant for the efc@unc, she is the Teaching Assistant for a project-oriented course called Current Applications in Environmental Management. The project for the spring 1999 semester's class was the Coastal Wastewater Project.

Brian Kropp is currently in the third year of the Ph.D. program in UNC's Department of Public Policy Analysis. Brian received his Bachelors and Masters degrees in economics at Clemson University. Prior to attending UNC, Brian spent time working for Resources for the Future as a research assistant. Brian's main research interests focus on public finance and environmental policy. Specifically, he is interested on the devolution of environmental responsibility from the Federal government to the State governments. In addition to working at the efc@unc, Brian has also worked at the UNC Office of Economic Development.

Xun Wu is a doctoral candidate in the Department of Public Policy. His dissertation research is in the area of game theory. He has previously worked as an environmental finance teacher in China.

Jim Klingler is an M.P.A. student at the Institute of Government. His interests are in planning and development. Jim received his bachelor's degree from the University of North Carolina at Chapel Hill, majoring in philosophy. Jim's projects with the efc@unc focus on state sources of grant and loan revenue for tribal and local environmental projects, and on integrating planning and environmental goals in communities of the Southern Appalachians.

Lauren Rene is a masters student in the School of Information and Library Sciences. She is helping Richard administer an IBM Curricular Development grant that will make archival footage from WUNC public television on environmental issues more easily available to students, researchers and the public at large. The efc@unc's project to create a management forms and financing information base will be a direct beneficiary of this footage.

[About the \[efc@unc\]\(mailto:efc@unc\) and the Environmental Finance Center Network](#)

The Environmental Finance Center at UNC-Chapel Hill (efc@unc) is one of a group of university-based centers that concentrate on problems in the financing of environmental services. The U.S. Environmental Protection Agency originally established the centers in order to bring the work of researchers in the universities directly to bear on local environmental problems. For more information on the Environmental Finance Center network, see: www.epa.gov/efin.

The efc@unc was begun in 1998 as a joint venture between the Institute of Government and the Office of Economic Development, both at UNC-Chapel Hill. Faculty and students working with the efc@unc concentrate on helping improve the financing and delivery of environmental goods and services by local governments.

For more information, see www.unc.edu/depts/efc Or call Richard Whisnant, Director of the center, at (919) 962-9320.

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