MINUTES

MONTANA HOUSE OF REPRESENTATIVES
52nd LEGISLATURE - REGULAR SESSION

SUBCOMMITTEE ON HUMAN SERVICES & AGING

Call to Order: By **CHAIRMAN DOROTHY BRADLEY**, on January 17, 1991, at 8:05 a.m.

ROLL CALL

Members Present:

Rep. Dorothy Bradley, Chairman (D)
Sen. Mignon Waterman, Vice Chairman (D)
Rep. John Cobb (R)
Rep. John Johnson (D)
Sen. Tom Keating (R)
Sen. Dennis Nathe (R)

Staff Present: Taryn Purdy, Senior Fiscal Analyst (LFA)
Dan Gengler, Budget Analyst (OBPP)
Faith Conroy, Secretary

Please Note: These are summary minutes. Testimony and discussion are paraphrased and condensed.

Announcements/Discussion:

DEPARTMENT OF HEALTH AND ENVIRONMENTAL SCIENCES (DHES)

HEARING ON WATER QUALITY BUREAU (CONT.)

Tape 1A

Ray Hoffman, DHES Administrator, reviewed blanket pay plan exceptions for surveyors in the Licensing, Certification and Construction Bureau, and environmental engineers, environmental specialists and other classifications in the Environmental Sciences Division. **EXHIBIT 2.** Those blanket pay exceptions will cost the state $768,672 each year. Of the total, $40,796 is General Fund money, $216,000 is state special revenue and $511,000 is federal funds.

SEN. KEATING asked for information about the Petroleum Board. **Mr. Hoffman** said the 1989 Legislature established the board to financially assist cleanup of leaking underground storage tanks. The program was appropriated $4.4 million per year.

SEN. NATHE asked if federal funding would continue for programs in the Water Quality Bureau. **Mr. Hoffman** said he thought so. But the Legislature would have to decide whether to continue the programs if federal funding is lost. The Legislature's policy in

the last 10 years has been to reduce the amount of General Fund money in the Department budget when federal funds increased. State money has not been used to replace lost federal funds.

Taryn Purdy, Legislative Fiscal Analyst, explained pay-exception financing. The executive budget includes a 4.5 percent increase. Of the total, 3 percent is a general pay-plan increase through vacancy savings within departments. The additional 1.5 percent, or $10 million, are contingency funds the agencies can apply for if vacancy savings isn't sufficient to fund pay-plan increases. It also finances insurance-premium increases in the executive budget. No money was put into the pay plan to specifically fund DHES increases. The Department would have to apply to the Office of Budget and Program Planning for a portion of the 1.5 percent.

SEN. WATERMAN asked if that meant the Health Department would have to compete with other agencies to get its $768,000. She also asked if money was earmarked for blanket pay exceptions within the executive budget. **Dan Gengler, Office of Budget and Program Planning Analyst,** said part of the difference between what was funded in the budget and what employees were being paid is line-itemed. The difference would come from the contingency fund, which would be sufficient to cover all agency requests.

SEN. WATERMAN asked what amount was line-itemed. **Mr. Gengler** said he would find out.

SEN. WATERMAN asked if the increases would be financed through vacancy savings if the Department isn't successful in its competition for the funds. **Mr. Gengler** said if there weren't sufficient funds available, some agencies would have to absorb the difference. The contingency fund total includes about $1.5 million in General Fund monies.

CHAIRMAN BRADLEY said the subcommittee had conflicting information on the issue. She asked **Ms. Purdy** and **Mr. Gengler** to clarify the facts. **SEN. WATERMAN** asked where the balance of money would come from to finance the Department's pay increases, since only $40,000 would come from the General Fund. **Mr. Hoffman** said he would find out.

Jeff Chaffee, Air Quality Bureau Chief, distributed and discussed the Bureau's budget modification request for 6.5 FTEs and a second modification for an additional 6 FTEs, including three in permitting. **EXHIBIT 3**

SEN. KEATING asked what was included under contract services in the second budget modification. **Mr. Chaffee** said the money identified for contract services and equipment is a contingency for increased industrial air monitoring activities. He anticipates increased monitoring in the Billings area in response to Environmental Protection Agency (EPA) concerns. With an additional 6.0 FTEs, the Bureau would hire an environmental program supervisor and two environmental engineers for a new

permitting section.

SEN. KEATING said the positions wouldn't become effective until July 1, which would mean a six-month delay. **Mr. Chaffee** said the other 6.5 FTEs are helping the Bureau handle permits for now, but the additional six are needed. Three of the additional six would be hired as soon as possible after July 1.

Mr. Hoffman said more General Fund would be needed if the positions are approved now, because no federal funds are available. **Mr. Chaffee** said the Bureau wouldn't have statutory authority to collect permit fees until July 1, providing legislation passes to allow fee collection.

EXECUTIVE ACTION ON ENVIRONMENTAL SCIENCES DIVISION (CONT.)

Votes were on issues in **EXHIBIT 3 from January 15, 1991, minutes.**

MOTION: REP. COBB moved to adjust funding for 6.5 FTEs and related expenses in the Air Quality Bureau to include federal funds. **EXHIBIT 3 from January 15, 1991, minutes.**

VOTE: The motion **PASSED** unanimously.

MOTION: REP. COBB moved approval of an additional 6.0 FTEs and related expenses in the Air Quality Bureau, contingent on passage of legislation allowing the Bureau to collect permit fees. **EXHIBIT 3**

VOTE: The motion **PASSED** unanimously.

CHAIRMAN BRADLEY said the next vote would be on grant funding under Budget Items. **SEN. KEATING** asked who gets the grants. **Ms. Purdy** said one goes to the Food and Consumer Safety Bureau, which distributes the money to local health departments. The second group of grants is in the Air Quality Bureau, which distributes the money to selected counties for air monitoring.

MOTION: SEN. KEATING moved approval of the executive budget for grants. Budget Item No. 4.

VOTE: The motion **PASSED** unanimously.

MOTION: SEN. KEATING moved approval of the executive budget for equipment. Budget Item No. 3.

VOTE: The motion **PASSED** unanimously.

SEN. WATERMAN repeated her concern that the executive pay plan would not cover salaries for reclassified environmental

engineers.

MOTION: **SEN. KEATING** moved approval of the LFA figures for operating expenses, adjusted for action previously taken by the subcommittee.

VOTE: The motion **PASSED** unanimously.

Tape 1B

MOTION: **REP. COBB** moved approval of the personal services budget, adjusted for previously approved pay increases.

VOTE: The motion **PASSED** unanimously.

CHAIRMAN BRADLEY asked how much money the subcommittee spent. **Mr. Hoffman** said $166,848, with $3,769 coming from the General Fund each year.

HEARING ON THE WATER QUALITY BUREAU (CONT.)

Ms. Purdy distributed corrections to the Water Quality budget summary and an additional summary outlining Environmental Quality Council recommendations. **EXHIBIT 1**

Ms. Purdy said the LFA budget maintains fiscal year (FY) 1990 expenditures in the Wastewater Operator Program. The executive budget includes an additional $3,700 each year for updating operators' certification requirements. Program Issue No. 1.

The 1989 Legislature increased the Safe Drinking Water program to allow additional contract services to meet changes in the Clean Water Act. The executive maintains that appropriation, while the LFA current level includes FY 90 expenditures. Program Issue No. 2.

CHAIRMAN BRADLEY asked how the money would be spent. **Dan Fraser, Water Quality Bureau Chief,** said the Bureau contracts with consultants to collect water samples and conduct vulnerability assessments of well heads. The Bureau hasn't had sufficient staff to process contracts, so little of that work has been done.

SEN. NATHE asked what well heads are monitored and if pesticide control is being coordinated with the Department of Agriculture. **Mr. Fraser** said the Bureau monitors individual well heads for each public water system. Pesticide control is coordinated through the Groundwater Program.

Ms. Purdy said the agriculture-monitoring appropriation was in response to the Agriculture Groundwater Monitoring Act. The Department of Agriculture and DHES assist each other in monitoring pesticides and groundwater. The executive budget proposes agriculture monitoring be funded from permit fees rather

than the General Fund. Program Issue No. 3.

The Bureau makes grants to certain municipalities and organizations before the entities receive their primary federal grants. The LFA budget maintains grants at a three-year average of expenditures. The executive budget continues the FY 90 appropriated level. This is authority if the Department needs it.

Scott Anderson, Municipal Wastewater Assistance Section Supervisor, said the grants are needed to finance engineering studies, plans and specifications. The money also is used to help communities apply for additional grants or loans from the revolving loan program. Additional demand for grants is anticipated.

Ms. Purdy said the Subdivisions Program provides grants to local governments for reviewing subdivision lots smaller than 5 acres. The request is for authority to distribute grants as necessary.

SEN. KEATING asked why General Fund money is being used instead of fees or state special revenue. **CHAIRMAN BRADLEY** said the General Fund is used to even out fluctuations in fees collected. **Steve Pilcher, Environmental Sciences Division Administrator,** said the Subdivisions Program went broke in 1982 and was assigned to the Water Quality Bureau. Review fees were increased to the maximum of $48 per lot and are redeposited to the General Fund. General Fund money is used for grants because it goes to county health departments, which assist the Bureau in its reviews. Grants are distributed only if the review process is generating fees.

SEN. KEATING asked if the monies have netted out. **Mr. Pilcher** said he believes it was a wash between 1982 and 1986. Last year there was a deficit of about $40,000.

Ms. Purdy said public water supply grants are made by the Safe Drinking Water Program to local entities to conduct water sampling.

CHAIRMAN BRADLEY referred the subcommittee to the Water Quality Management Program issue, Executive Budget Modifications and Environmental Quality Council Issues. **EXHIBIT 1**

Mr. Hoffman said the Department is not seeking additional state money to compensate for lost federal funds. The program is being reduced by that amount.

CHAIRMAN BRADLEY asked if the loss of federal money affected conservation-district grants. **Loren Bahls, Water Quality Management Section Supervisor,** said conservation districts, counties and the Flathead Basin Commission were eligible for water-quality assessment and planning grants. Past funding levels wouldn't be possible with the loss of $80,000. However, the Nonpoint Source Pollution Program provides money to conservation

districts for pollution control projects.

SEN. KEATING asked if staff levels were being cut. **Mr. Bahls** said no, the money had been allocated in contract services.

SEN. NATHE asked if the Department of State Lands was involved. **Mr. Bahls** said State Lands is funding one-half of an environmental specialist position, which assists in the review of hard-rock mine applications. The Bureau's half of the funding is coming from a federal water-quality management grant.

Ms. Purdy reviewed executive budget modifications. **EXHIBIT 1.** Operating expenses under the Public Water Supply modification would be used for laboratory tests and contract services. Funding from Safe Drinking Water fees would require statutory authorization.

SEN. NATHE asked who pays the fees and the amount charged. **Mr. Fraser** said the fees are contained in legislation sought by the Department. The Department proposes to charge up to $3 per service connection for community water systems and a minimum of $100 per water system for smaller systems. The additional fee authority would allow the Department to charge fees for engineering plans and specification reviews.

SEN. NATHE asked if towns were aware of the upcoming fees. **Mr. Fraser** said the League of Cities and Towns is aware of the proposals and aren't happy. Nine systems serve about half the state's population and would pay the largest share.

Tape 2A

REP. COBB asked who performed the tests. **Mr. Fraser** said either the state lab or another certified lab in the state, such as Energy Labs in Billings.

SEN. KEATING asked what would happen if the state refused to operate the program. **Mr. Fraser** said the largest portion of the program's regulatory functions are state mandated and supported by the federal government. The state must provide a minimum match of 25 percent. Other states provide 70 percent state dollars to match 30 percent in federal money. The task force assumed the state would have to finance about 50 percent to maintain primacy. Budget figures reflect 53 percent state dollars and 47 percent federal money.

SEN. NATHE asked how much money the state would have to spend to meet federal requirements. **Mr. Fraser** said 25 percent, but the Bureau would have to forgo such things as operator training, inspections, education and engineering-plan reviews. The program also would be strictly regulatory in its function.

Ms. Purdy reviewed Environmental Quality Council Issues. **EXHIBIT 1.** No additional federal funds are available to finance the

additional 2.5 FTEs in the Groundwater Program. Funding would come from either Resource Indemnity Trust (RIT) interest or the General Fund.

Gail Kuntz, Environmental Quality Council (EQC), reviewed council findings and recommendations. **EXHIBIT 6-7 from January 16, 1991, minutes.**

CHAIRMAN BRADLEY asked if fees could finance the groundwater modification. **Mr. Hoffman** said the Department hasn't been able to identify another funding source outside the General Fund. If additional sources become available, the Department will use less General Fund money.

REP. JOHNSON asked if RATE money was available. **Mr. Purdy** said preliminary figures indicate there may be some RATE money available, but it won't be known until the subcommittee addresses the Solid and Hazardous Waste Bureau budget. Figures are based on estimates of income generated from 12 percent of the interest on the RATE account, which is statutorily given to the Department.

SEN. KEATING said he would like to see a flow chart of RATE disbursements. **Mr. Purdy** referred to page B9 of the LFA budget analysis, which shows disbursement of the 12 percent and 4 percent accounts. She said information for 1990 and 1991 is available.

SEN. KEATING said RATE money is being wasted on superfluous projects, some of which benefit private property. If the 12 percent and 4 percent funds aren't sufficient for public health purposes, the subcommittee should look at setting priorities for use of RATE money.

CHAIRMAN BRADLEY asked **SEN. KEATING** if he was seeking a statutory change. **SEN. KEATING** said the issue should go to the full Appropriations Committee and maybe the committee of the whole. Legislators ought to be aware of the subcommittee's priorities and where money is available.

Ms. Purdy said if the subcommittee wants to add 1.0 FTE to the legal staff for groundwater regulation enforcement, the addition could be contingent on receipt of federal funds; or the position could be financed by the General Fund, with the Department replacing General Fund money if federal funds become available.

SEN. KEATING asked if the state Legal Services Division could provide the services. **Mr. Pilcher** said the agency needs its own legal support. Legal Services personnel help level peaks in the workload. **Ms. Kuntz** said the agency has a backlog of 65 cases and the backlog has been consistent for the last two or three years. The backlog hurts the effectiveness of the existing attorney and makes it impossible to design strategies for prevention of violations. **Mr. Pilcher** said the Bureau has to pay Legal Services in the Department of Justice $49 per hour for assistance. The

proposed budget would buy about 1,000 hours of Legal Services assistance, compared with 2,080 hours of staff attorney time.

EXECUTIVE ACTION ON WATER QUALITY

Votes were taken on issues in **EXHIBIT 5 from January 16, 1991, minutes** and **EXHIBIT 1 from January 17, 1991.**

MOTION: **REP. JOHNSON** moved adoption of Wastewater Operators funding. Program Issue No. 1.

VOTE: The motion **PASSED** unanimously.

MOTION: **REP. COBB** moved approval of the Safe Drinking Water contract services budget, deleting one-time data-processing supplies expense. Program Issue No. 2.

VOTE: The motion **PASSED** unanimously.

CHAIRMAN BRADLEY said the Agriculture Groundwater Monitoring appropriation had been dropped because of a staff shortage. But the Bureau is seeking authority to spend the money, which comes from permit fees. She suggested language be added to the motion that the expenditure would be contingent on funds being deposited in the agriculture monitoring account.

MOTION: **REP. JOHNSON** moved approval of the Agriculture Monitoring budget. Program Issue No. 3.

VOTE: The motion **PASSED** 5-1, with **REP. COBB** voting no.

MOTION: **REP. JOHNSON** moved approval of additional authority requested in the Construction Grants Program. Program Issue No. 4a.

VOTE: The motion **PASSED** unanimously.

MOTION: **SEN. KEATING** moved approval of additional grant authority in the Subdivisions Program. Program Issue No. 4b.

VOTE: The motion **PASSED** 4-2, with **SEN. NATHE** and **REP. COBB** voting no.

MOTION: **SEN. KEATING** moved approval of additional grant authority in the Public Water Supply Program. Program Issue No. 4c.

VOTE: The motion **PASSED** 4-2, with **REP. COBB** and **REP. JOHNSON** voting no.

MOTION: **SEN. KEATING** moved approval of the executive budget for equipment. Program Issue No. 5.

VOTE: The motion **PASSED** 4-2, with **REP. COBB** and **CHAIRMAN BRADLEY** voting no.

CHAIRMAN BRADLEY said RATE funds would increase in the Water Quality Management budget to cover a $20,000 loss in funding.

MOTION: **REP. COBB** moved to adjust the Water Quality Management budget for contract services, and to accept the federal funding level, with RATE funds being adjusted accordingly. Committee Issue No. 1.

DISCUSSION: **Ms. Purdy** said the motion is to accept $100,000 in federal funding in the Water Quality Management program and to reduce contract services by $80,000.

VOTE: The motion **PASSED** unanimously.

Tape 2B

SEN. KEATING asked if federal funding will always be available for financing the Groundwater Pollution Program budget modification. **Mr. Pilcher** said he believes federal funding will continue.

MOTION: **SEN. KEATING** moved approval of the executive budget for the Groundwater Pollution Program, including 2 FTEs and related operating expenses. Executive Budget Modification No. 1.

VOTE: The motion **PASSED** unanimously.

MOTION: **SEN. KEATING** moved approval of the financing to develop a Nonpoint Source Pollution Control Program. Executive Budget Modification No. 2.

VOTE: The motion **PASSED** 5-1, with **REP. COBB** voting no.

SEN. KEATING asked if the subcommittee could postpone a decision on the Public Water Supply budget modification until RATE funding information could be reviewed. **REP. COBB** and **REP. JOHNSON** said they were ready to act on the request.

SEN. KEATING said fees are taxes. When fees are increased, taxes are increased. The Safe Drinking Water fees proposal amounts to $1.2 million in taxes. **CHAIRMAN BRADLEY** said an effort would be made to find additional RATE funds.

MOTION: **REP. COBB** moved approval of an additional 9.25 FTEs in the Public Water Supply Program in 1992 and 9.75 FTEs in 1993,

plus related expenses. Executive Budget Modification No. 3.

VOTE: The motion **PASSED** 4-2, with **SEN. NATHE** and **REP. JOHNSON** voting no.

Mr. Hoffman said the vote needs to be contingent on legislation allowing the Bureau to charge safe drinking water fees. **CHAIRMAN BRADLEY** said the motion would include the language.

CHAIRMAN BRADLEY asked if a statutory change to raise the cap on subdivision fees was pending. **Mr. Pilcher** said yes. The fee would be increased on a graduated schedule, based on the complexity of the review.

SEN. KEATING asked if increased subdivision demand is driving the need for more staff. **Mr. Pilcher** said additional staff is needed to provide follow-up inspections.

MOTION: **SEN. WATERMAN** moved approval of an additional 1.0 FTE in the Subdivisions Program, contingent on statutory changes to increase the cap on subdivision fees. Executive Budget Modification No. 4.

VOTE: The motion **FAILED** 2-4, with **SEN. KEATING, SEN. NATHE, REP. COBB** and **REP. JOHNSON** voting no.

MOTION: **SEN. KEATING** moved approval of an additional .25 FTE clerical position in the Wastewater Operators Program. Executive Budget Modification No. 5.

VOTE: The motion **PASSED** 4-2, with **REP. COBB** and **REP. JOHNSON** voting no.

MOTION: **REP. COBB** moved approval of an additional 2.5 FTEs and related expenses in the Groundwater Program, financed by the General Fund until RATE funds become available. EQC Issue No. 1.

VOTE: The motion **FAILED** on a tie vote, 3-3, with **REP. JOHNSON, SEN. KEATING** and **SEN. NATHE** voting no.

SEN. KEATING said he wanted to postpone the decision because he does not approve of the funding source.

MOTION: **REP. COBB** moved approval of an additional 1.0 FTE legal staff position to assist groundwater regulation enforcement, contingent on the receipt of federal funds. EQC Issue No. 2.

VOTE: The motion **PASSED** 5-1, with **SEN. NATHE** voting no.

CHAIRMAN BRADLEY said the request for an additional 1.0 FTE in

the Subdivisions Program died for lack of a motion. EQC Issue No. 3.

MOTION: **SEN. WATERMAN** moved adoption of the LFA budget, reflecting modifications by the subcommittee, including the environmental engineer pay-plan exception.

VOTE: The motion **PASSED** 4-2, with **REP. COBB** and **CHAIRMAN BRADLEY** voting no.

HEARING ON SOLID AND HAZARDOUS WASTE MANAGEMENT BUREAU

Duane Robertson, Solid and Hazardous Waste Management Bureau Chief, provided an overview of the Bureau, which administers six environmental health laws: the Solid Waste Management Act, Motor Vehicle Recycling and Disposal Act, Montana Hazardous Waste Act, Underground Storage Tank Act, Superfund Act and the State Superfund Act. The Bureau is divided into three sections: Superfund, Waste Management and Underground Storage Tanks.

Roger Thorvilson, Waste Management Section Supervisor, said Waste Management included Solid Waste, Junk Vehicle and Hazardous Waste programs. He discussed the Solid Waste Program. **EXHIBIT 4**

Mr. Thorvilson referred to Page 107 in the Executive Budget Narrative. Federal funding shifted from the Solid Waste Program to Hazardous Waste. With the loss of federal funding, Solid Waste staffing dropped from 5 FTEs to about 2 FTEs.

HB 752 in the 1989 legislative session established a fee system and authorized an additional technical person and half-time clerical position if importation of solid waste from out of state began. The positions are not filled or funded because fees are not being collected, as the state imposed a moratorium on importation.

Senate Joint Resolution 19 last session directed the EQC to study solid waste issues, prepare recommendations, and if necessary, prepare legislation for the 1991 session. Approximately 200 facilities are subject to licensing control statewide under the existing Solid Waste Program. The number has been decreasing and is expected to continue decreasing as standards and landfill-operation costs rise.

Paul Sihler, EQC staff researcher, provided an introduction to the Solid Waste study mandated by SJR 19. The council developed recommendations on the importation of solid waste, integrated waste management, funding, infectious waste, household hazardous waste and revision of local laws. The council is requesting 11 solid waste bills this session. The council worked with a 17-member advisory committee, comprising local government officials and solid waste professionals from around the state.

Janet Jessup, EQC consultant from the firm Huntington and

Associates, summarized funding issues associated with EQC recommendations. **EXHIBIT 10 from January 16, 1991, minutes.**

She said that funding for the Solid Waste Program should come from the General Fund and user fees, implemented through an annual licensing program. License fees would be charged for new landfills and disposal facilities. Annual fees would be charged to offset license renewal costs and a per-ton fee would be charged, based on the actual volume of waste being disposed.

Revenue generated through fees charged to local operators would be about $430,000, assuming General Fund support would continue at $184,000 per year. The total budget would be approximately $614,000 per year. The goal is to reflect actual costs and the volume of waste being generated at local sites.

David Pruitt, Montana Association of Counties representative and Solid Waste Task Force Chairman, said county commissions are not happy with the fee structure, which would raise about $38,000 to $40,000 in Gallatin County alone. The association wants the $184,000 in General Fund money to remain in the budget. The association could support a budget funded with one-third General Fund money and two-thirds fees. **EXHIBIT 5**

CHAIRMAN BRADLEY asked if the association supports the extended modifications in the waste management system. **Mr. Pruitt** said generally yes. However, the association opposes the executive budget's proposed reduction in state funding. A copy of the association's position would be submitted to the subcommittee later.

Larry Fasbender, Lobbyist for Cascade County, urged the subcommittee to adopt funding levels for the 11 proposed solid waste bills. He noted that increased staffing will be needed to address solid waste issues. The proposed fee structure is acceptable to Cascade County, as long as the current state funding level is maintained.

Tape 3A

CHAIRMAN BRADLEY asked who will pay user fees and how the financial burden will be distributed. **Ms. Jessup** reviewed **Table 1, Page 49, EXHIBIT 10 from January 16, 1991, minutes.**

SEN. KEATING asked if the fees affected only municipal landfills. **Ms. Jessup** said no, all landfills. County and private facilities also would be affected.

SEN. KEATING asked if private landfills handled only in-state garbage and whether the EQC discussed potential importation of garbage from other states. **Ms. Jessup** said the EQC did not assume there would be landfills importing out-of-state garbage. But if they do, such operators would pay the same fees as other landfills and possibly importation fees.

ADJOURNMENT

Adjournment: 11:50 a.m.

Dorothy Bradley
REP. DOROTHY BRADLEY, Chairman

Faith Conroy
FAITH CONROY, Secretary

DB/fc

HOUSE OF REPRESENTATIVES

HUMAN SERVICES SUBCOMMITTEE

ROLL CALL DATE 1/17/

NAME	PRESENT	ABSENT	EXCUSED
REP. JOHN COBB	✓		
SEN. TOM KEATING	✓		
REP. JOHN JOHNSON	✓		
SEN. DENNIS NATHE	✓		
SEN. MIGNON WATERMAN, VICE-CHAIR	✓		
REP. DOROTHY BRADLEY, CHAIR	✓		

HR:1991
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Committee Issue

. When the budgets were originally prepared, the anticipated level of federal funds to support the Water Quality Management Program was approximately $200,000. Of this amount, approximately $80,000 was required to be regranted to conservation districts. Information from the EPA indicates federal funding will total $100,000, with no regranting requirement.

The program is funded with a grant from the Department of State Lands for the support of a partial FTE plus indirect assessments, and the federal grant, with the remainder of the funding provided with Resource Indemnity Trust interest (RIT).

Total allocations in the LFA current level and the executive budget are as follows:	Exec FY 92	Exec FY 93	LFA FY 92	LFA FY 93
RIT Interest	$86,251	$87,603	$62,494	$62,865
State Lands	$18,301	$18,562	$19,685	$19,727
Federal Funds	$181,208	$180,165	$212,882	$212,512
PLUS				
Indirect adjustment for subcommittee action	$24,336	$24,325	$5,725	$5,718
Total Program	$310,096	$310,655	$300,786	$300,822
Since regrants would no longer be required, the following adjustments would be made:				
Subtraction of Budgeted Regrants	($80,000)	($80,000)	($76,608)	($76,608)
RIT Interest	$109,602	$110,117	$103,684	$103,676
State Lands	$20,494	$20,538	$20,494	$20,538
Federal Funds	$100,000	$100,000	$100,000	$100,000
Total Program	$230,096	$230,655	$224,178	$224,214

As shown, the net result is to increase RIT interest used to support the Water Quality Management Program.

ISSUE: Should federal funds be replaced with RIT interest, or should the program be reduced?

	FY 92	FY 93	FY 92	FY 93

EXHIBIT 1
DATE 1-17-91
16

This exhibit replaces part of Exh. 5 of 1/16/91.

Exhibit #1
1/17/91
Human Serv. Subc.

xecutive Budget Modified Additions	FY 92	FY 93	FY 92	FY 93
		FTE		Amount
. Groundwater Pollution				
The executive budget includes 2.0 FTE and related operating expenses to mplement new federally mandated groundwater quality protection programs. The iew programs include wellhead protection, pesticides in groundwater, and ionpoint pollution control.				
This modification has been adjusted to reflect subcommittee action on indirect charges.				
FTE	2.0	2.0		
Personal Services			$60,294	$60,158
Operating Expenses			$51,555	$52,218
Equipment			$2,000	$1,507
Total Federal Funding	2.0	2.0	$113,849	$113,883
'. Nonpoint Source Pollution				
This modification adds funds to develop and implement a nonpoint source water ollution control program as required by 1987 amendments to the federal Clean Water Act. wo FTE would be added for program administration, with the remaining funds passed hrough to non-profit organization to implement on-the-ground nonpoint source controls.				
This modification has been adjusted to reflect subcommittee action on indirect charges.				
FTE	2.0	2.0		
Personal Services			$55,796	$55,668
Operating Expenses			$1,346,839	$1,348,996
Equipment			$22,000	$20,000
Total Federal Funding	2.0	2.0	$1,424,635	$1,424,664
;. Public Water Supply				
Via this budget modification the executive adds FTE and related expenses to mplement federally mandated program expansions in the Safe Drinking Water program. The ajority of the operating expenses would be used for contract services and laboratory esting.				
This modification has been adjusted to reflect subcommittee action on indirect charges.				
This is an adjusted modification to the one contained in the executive budget.				
FTE	9.25	9.75		
Personal Services			$259,727	$274,228
Operating Expenses			$608,337	$597,238
Equipment			$14,860	$14,860
Grants			$50,000	$50,000
Total Budget Modification	9.25	9.75	$932,924	$936,326
Total Safe Drinking Water Fees			$625,531	$630,209
Total Federal Funds			$307,393	$306,117
·. Subdivisions				
This modification adds 1.0 FTE each year to the Subdivisions Program. This iodification has been approved by the executive but is not included in the executive udget.				
FTE	1.0	1.0		
Personal Services			$27,724	$27,724
Operating Expenses			$17,452	$13,895
Total General Fund	1.0	1.0	$45,176	$41,619

stewater Operators
is modification, which is approved by the executive but not included in the
itive budget, would add .25 FTE each year to the Wastewater Operators program.

E (clerical position)	0.25	0.25		
rsonal Services			$4,815	$4,815
erating Expenses			$5,741	$3,962
Total State Special Revenue (Wastewater Operator Fees)	0.25	0.25	$10,556	$8,777
Executive Budget Modified Additions	14.50	15.00	$2,527,140	$2,525,269

EXHIBIT 1
DATE 1-17-91
HB Dept. Env. Quality

Environmental Quality Council Issues

The Environmental Quality Council has recommended the addition of a total of 4.5 FTE, none of which are requested in the Executive Budget modifications. The additional positions are summarized below.

	FY 92	FY 93	FY 92	FY 93
		FTE		Amount
1. Groundwater				
The council recommends the addition of 2.0 FTE for permit review and spill response. An additional .5 FTE would assist in recordkeeping, public notification, and other administrative duties.				
Operating expenses include an adjustment for committee action on indirect charges.				
FTE	2.5	2.5		
Personal Services			$71,886	$71,886
Operating Expenses			$39,033	$39,033
Total	2.5	2.5	$110,919	$110,919

The department of health has indicated that no additional federal funds are currently available to fund these positions. Consequently, funding would be provided by either the general fund, or with RIT interest if available.

2. Legal Staff				
The council recommends the addition of 1.0 FTE legal staff to assist with groundwater regulation enforcement. The Water Quality Bureau currently has 1.0 FTE lawyer on staff.				
Operating expenses include an adjustment for committee action on indirect charges.				
FTE	1.0	1.0		
Personal Services			$35,503	$35,503
Operating Expenses			$13,165	$13,165
Total	1.0	1.0	$48,668	$48,668

The department of health has indicated it would attempt to secure additional federal funding for this position. However, the committee may wish to make one of two possible recommendations if this position is added:

1. Add the position contingent upon the receipt of federal funds.
2. Fund the position with general fund, directing the department to make all possible effort to secure federal funds to support the position, at which time general fund would be replaced and would revert.

3. Subdivisions				
The council recommends that 1.0 FTE be added to the Subdivisions program to determine the impacts on groundwater of subdivision development.				
Operating expenses include an adjustment for committee action on indirect charges.				
FTE	1.0	1.0		
Personal Services			$30,783	$30,783
Operating Expenses			$12,080	$12,080
Total General Fund	1.0	1.0	$42,863	$42,863

The department of health has indicated it would seek an elimination of the cap on subdivision fees. If additional fees were generated, a portion of the cost of this position could be offset.

Total Additions Recommended by the EQC	4.5	4.5	$202,450	$202,450

Exhibit #2

EXHIBIT 2
DATE 1-17-91
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DEPARTMENT OF HEALTH AND ENVIRONMENTAL SCIENCES
PAY PLAN EXCEPTIONS

	ANNUALIZED COST PER CLASSIFICATION				FUNDING			
ENVIRONMENTAL SCI DIV	ENV SPEC	ENV ENG FAC SURV		TOTAL COST	GENERAL FUND	STATE SPECIAL	FEDERAL	TOTAL
DIVISION ADMIN	0	0	0	0				
BNRR AND ARCO CLEAN-UP	24,108	0	0	24,108	0	24,108	0	24,108
AIR QUALITY BUREAU	84,477	11,662		96,139	0	0	96,139	96,139
OCCUPATIONAL HLTH BUREAU	0	3,115	0	3,115	3,115	0	0	3,115
ASBESTOS REGULATION	12,940	0	0	12,940	0	12,940	0	12,940
FOOD & CONSUMER SAFETY	0	0	0	0				0
ENV DIV ADMIN	121,525	14,777	0	136,302	3,115	37,048	96,139	136,302
INDIRECTS					654	7,780	22,112	30,546
TOTAL ENV DIV ADMIN					3,769	44,828	118,251	166,848
SOLID & HAZARDOUS WASTE BUREAU								
SOLID WASTE	8,113	0	0	8,113	8,113	0	0	8,113
JUNK CAR PROGRAM	2,362	0	0	2,362	0	2,362	0	2,362
HAZARDOUS WASTE PROGRAM	50,480	0	0	50,480	0	12,620	37,860	50,480
UNDERGROUND STORAGE TANK	17,644	0	0	17,644	0	4,411	13,233	17,644
LUST TRUST	16,574	0	0	16,574	0	1,657	14,917	16,574
SUPERFUND PROGRAM	46,420	2,682	0	49,102	0	4,910	44,192	49,102
STATE SUPERFUND	20,490	0	0	20,490	0	20,490	0	20,490
PETROLEUM BOARD	0	0	0	0	0	0	0	0
DHES PETRO BD	37,692	0	0	37,692	0	37,692	0	37,692
TANK FEE PROGRAM	20,669	2,011	0	22,680	0	22,680	0	22,680
LANDFILL GROUNDWATER MON	6,575	0	0	6,575	6,575	0	0	6,575
LANDFILL REVIEW/PERMIT	6,819	0	0	6,819	0	6,819	0	6,819
TANK INSTALLER LICENSING	0	670	0	670	0	670	0	670
SHW BUREAU	233,838	5,363	0	239,201	14,688	114,311	110,202	239,201
INDIRECTS					3,084	24,005	25,346	52,435
TOTAL SOLID & HAZ BUR					17,772	138,316	135,548	291,636

	ANNUALIZED COST PER CLASSIFICATION				FUNDING			
	ENV SPEC	ENV ENG	FAC SURV	TOTAL COST	GENERAL FUND	STATE SPECIAL	FEDERAL	TOTAL
PROGRAM: WATER QUALITY BUREAU								
WATER QUALITY MANAGEMENT	27,167	0	0	27,167	0	13,584	13,583	27,167
PERMITS	8,092	3,928	0	12,020	0	0	12,020	12,020
CONSTRUCTION GRANTS PROGR	5,052	18,182	0	23,234	0	0	23,234	23,234
GROUND WATER PROGRAM	24,030	0	0	24,030	0	0	24,030	24,030
WASTE WATER OPERATOR PROG	0	0	0	0	0	0	0	0
SUBDIVISION PROGRAM	6,470	6,038	0	12,508	12,508	0	0	12,508
SAFE DRINKING WATER PROGR	12,671	30,850	0	43,521	0	7,399	36,122	43,521
CLARK FORK RIVER PROJECT	6707	0	0	6,707	0	6,707	0	6,707
WATER POLLUTION CONTROL (	23,647	0	0	23,647	0	0	23,647	23,647
TRAINING FACILITY GRANT 1	1,838	0	0	1,838	0	0	1,838	1,838
NPS MANAGEMENT PROGRAM	10,102	0	0	10,102	0	0	10,102	10,102
STATE REVOLVING LOAN PROG	0	0	0	0	0	0	0	0
WATER QUAL BUREAU	125,776	58,998	0	184,774	12,508	27,690	144,576	184,774
INDIRECTS					2,627	5,815	33,252	41,694
TOTAL WATER QUAL BUR					15,135	33,505	177,828	226,468
TOTAL ENV SCI DIV	481,139	79,138	0	560,277	30,311	179,049	350,917	560,277
HEALTH SERVICES DIVISION								
LICENSE AND CERT BUREAU	0	0	70,412	70,412	3,521	0	66,891	70,412
INDIRECTS					599	0	12,709	13,308
TOTAL LIC & CERT BUR					4,120	0	79,600	83,720
PAY PLAN COSTS DHES	481,139	79,138	70,412	630,689	33,832	179,049	417,808	630,689
INDIRECTS					6,964	37,600	93,419	137,983
GRAND TOTAL					40,796	216,649	511,227	768,672

EXHIBIT 2
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DEPARTMENT OF HEALTH AND ENVIRONMENTAL SCIENCES

STAN STEPHENS, GOVERNOR

COGSWELL BUILDING

STATE OF MONTANA

FAX # (406) 444-2606
(406)444-2544

HELENA, MONTANA 59620

December 27, 1990

Laurie Ekanger
Administrator
Personnel Division
Department of Administration
Room 130, Sam W. Mitchell Building
Helena, MT 59620

Attn: Cathy Mason

Dear Ms. Ekanger:

Thank you for your response to our request for a Blanket Pay Exception for Environmental Specialists and other designated positions within the Environmental Sciences Division.

We are encouraged with the pay set forth in your proposal and feel it will enhance our efforts to recruit and retain qualified personnel.

Attached is a listing of the positions and proposed adjustments for our existing employees. We have proposed adjustments for current staff similar to those made for the environmental engineers. Again, we added one additional step per year of related employment in this Department to the Step 6 plus one grade. Should the opportunity arise, we would also like the latitude to add one additional step for each two years of related Department employment in re-hiring employees.

Several positions were inadvertently omitted from our original proposal and we have added them to the attached list because they do require the same type of environmental degrees, and experience, and are in these programs. They are Position No. 00402, classified as Program Officer II in the Solid and Hazardous Waste Bureau; and Position No. 00545, classified as Environmental Enforcement Officer in the Water Quality Bureau. Position No. 00421, Environmental Specialist IV (Solid and Hazardous Waste Bureau) and No. 00511, Environmental Specialist III (Water Quality Bureau) were also omitted. As with the engineers, we will need to add new positions as they are classified and filled.

Again, thank you for your support. Early approval will be appreciated. We have a number of vacant positions to fill and this additional pay should assist us a great deal in filling them.

Sincerely,

William J. Opitz
Acting Director

Attachment

EXHIBIT 2
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AIR QUALITY BUREAU

Position Number		Current Grade & Step	Proposed Grade & Step
00306	(Sternberg, S.)	G. 16, S. 11 (32,095)	G.17, S. 13 (37,172) ✓
00307	(Raisch, R.)	G. 16, S. 10 (31,437)	G.17, S. 13 (37,172) ✓
00309	(Hughes, J.)	G. 15, S. 7 (27,095)	G.16, S. 13 (34,135) ✓
00310	(Norton, W.)	G. 15, S. 12 (30,064)	G.16, S. 13 (34,135) ✓
00311	(Homer, C.)	G. 15, S. 6 (26,534)	G.16, S. 13 (34,135) ✓
00312	(Jeffrey, R.)	G. 15, S. 2 (24,404)	G.16, S. 12 (32,766) ✓
00314	(Schneider, J.)	G. 13, S. 8 (23,319)	G.14, S. 13 (28,826) ✓
00316	(Gilman, J.)	G. 13, S. 8 (23,319)	G.14, S. 13 (28,826) ✓
00321	(Pickett, J.)	G. 12, S. 2 (19,233)	G.13, S. 7 (22,848) ✓
00322	(vacant)	G. 13, S. 1 (19,204)	G.14, S. 6 (24,401) ✓
10354	(Coenenberg, E.)	G. 12, S. 2 (19,233)	G.13, S. 9 (23,809) ✓
10358	(Coefield, J.)	G. 14, S. 7 (24,918)	G.15, S. 13 (31,325) ✓
10357	(Haire, D.)	G. 12, S. 1 (17,868)	G.13, S. 6 (22,395) ✓

OCCUPATIONAL HEALTH BUREAU

POSITION NUMBER		CURRENT GRADE & STEP	PROPOSED GRADE & STEP
00335	(Guthrie, A.)	G. 14, S. 2 (22,471) At end of training assignment	G. 15, S. 8 (27,665) G. 16, S. 8 (30,160)
00325	(Hooper, W.)	G. 15, S. 13 (31,325)	G. 16, S. 13 (34,135) ✓
10361	(vacant)	?	

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SOLID & HAZARDOUS WASTE

POSITION NUMBER		CURRENT GRADE & STEP	PROPOSED GRADE & STEP
00403	(Wilbur, J.)	G. 14, S. 2 (22,471)	G. 15, S. 6 (26,534)
00406	(vacant)	G. 14, S. 1 (20,880)	G. 15, S. 6 (26,534)
00407	(Andersen, V.)	G. 17, S. 12 (35,685)	G. 18, S. 13 (40,530)
00408	(Thorvilson, R.)	G. 17, S. 12 (35,685)	G. 18, S. 13 (40,530)
00409	(Potts, W.)	G. 15, S. 12 (30,064)	G. 16, S. 13 (34,135)
00411	(vacant)	G. 14, S. 1 (20,880)	G. 15, S. 6 (26,534)
00412	(Rowe, R.)	G. 15, S. 12 (30,064)	G. 16, S. 13 (34,135)
00413	(Reinke, R.)	G. 14, S. 2 (22,471)	G. 15, S. 6 (26,534)
00414	(Vanduzee, C.)	G. 14, S. 2 (22,471)	G. 15, S. 6 (26,534)
00416	(Geach, J.)	G. 17, S. 9 (33,544)	G. 18, S. 13 (40,530)
00418	(Myhre, D.)	G. 14, S. 2 (22,471)	G. 15, S. 6 (26,534)
00420	(Hammer, W.)	G. 14, S. 2 (22,471)	G. 15, S. 6 (26,534)
00421 (not on D of A list)	(Grover, A.)	G. 15, S. 5 (25,986)	G. 16, S. 7 (29,539)
00423	(Mundie, B.)	G. 15, S. 2 (24,404)	G. 16, S. 6 (28,932)
00426	(Kuhn, J)	G. 15, S. 2 (24,404)	G. 16, S. 8 (30,160)
00428	(Scott, J.)	G. 14, S. 2 (22,471)	G. 15, S. 6 (26,534)
00429	(Mullen, G.)	G. 14, S. 2 (22,471)	G. 15, S. 7 (27,095)
00430	(Golz, M)	G. 14, S. 1 (20,880)	G. 15, S. 6 (26,534)
00431	(Antonioli, B.)	G. 14, S. 2 (22,471)	G. 15, S. 6 (26,534)
00433	(Vidrine, D.)	G. 16, S. 3 (27,180)	G. 17, S. 12 (35,685)
00440	(Fox, C.)	G. 16, S. 2 (26,618)	G. 17, S. 11 (34,958)
00447 (not on D of A list)	(vacant)	G. 16, S. 1 (24,654)	G. 17, S. 6 (31,526)
00448	(Rogness, D.)	G. 16, S. 5 (28,336)	G. 17, S. 9 (33,544)
00449 (on active duty)	(Trombetta, M.)	G. 15, S. 2 (24,404)	G. 16, S. 7 (29,539)
00449 (replacing Trombetta temporarily)	(Vandeburg, G.)	G. 15, S. 1 (22,625)	G. 16, S. 6 (28,932)

SOLID & HAZARDOUS WASTE BUREAU -- CONT.

POSITION NUMBER		CURRENT GRADE & STEP	PROPOSED GRADE & STEP
00450	(Deveny, C.)	G. 14, S. 2 (22,471)	G. 15, S. 6 (26,534)
00451	(Stankey, D.)	G. 14, S. 2 (22,471)	G. 15, S. 6 (26,534)
00452	(Lincoln, T.R.)	G. 14, S. 1 (20,880)	G. 15, S. 6 (26,534)
00455	(Blazicevich, T.)	G. 15, S. 2 (24,404)	G. 16, S. 6 (28,932)
00456	(Gessaman, F.)	G. 16, S. 12 (32,766)	G. 17, S. 13 (37,172)
00457 (not on D of A list)	(vacant)	G. 13, S. 1 (19,204)	G. 14, S. 6 (24,401)
00458 (not on D of A list)	(vacant)	G. 13, S. 1 (19,204)	G. 14, S. 6 (24,401)
00462	(Smith, R.)	G. 14, S. 1 (20,880)	G. 15, S. 6 (26,534)
00464 (not on D of A list)	(vacant)	G. 14, S. 1 (20,880)	G. 15, S. 6 (26,534)
00466	(Newby, P.)	G. 14, S. 1 (20,880)	G. 15, S. 6 (26,534)
10351	(Wadhams,J.)	G. 15, S. 2 (24,404)	G. 16, S. 8 (30,160)
10353	(Kirley, K.)	G. 15, S. 12 (30,064)	G. 16, S. 13 (34,135)
10471	(Zackheim, K.)	G. 16, S. 2 (26,618)	G. 17, S. 9 (33,544)
10474	(Doza, D.)	G. 14, S. 1 (20,880)	G. 15, S. 6 (26,534)
10359	(Michaletz, J.)	G. 14, S. 1 (20,880)	G. 15, S. 6 (26,534)
10475	(Reick, K.)	G. 14, S. 5 (23,895)	G. 15, S. 6 (26,534)
10476	(Lethert, J.)	G. 12, S. 1 (17,868)	G. 13, S. 6 (22,395)
		At end of training assignment	G. 14, S. 6 (24,401)

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WATER QUALITY BUREAU

POSITION NUMBER		CURRENT GRADE & STEP	PROPOSED GRADE & STEP
00502	(Bahls, L.)	G. 17, S. 11 (34,958)	G. 18, S. 13 (40,530) ✓
00503	(Reid, T.)	G. 15, S. 2 (24,404)	G. 16, S. 10 (31,437) ✓
00504	(Kerr, M.)	G. 13, S. 3 (21,088)	G. 14, S. 12 (27.662) ✓
00505	(Bukantis, R.)	G. 13, S. 2 (20,669)	G. 14, S. 7 (24,918) ✓
00511 (not on D of A list)	(Pasichnyk, M.)	G. 14, S. 11 (27,092)	G. 15, S. 13 (31,325) ✓
00512	(Strasko, J.)	G. 14, S. 13 (28,826)	G. 15, S. 13 (31,325) ✓
00518	(vacant)	G. 15, S. 1 (22,625)	G. 16, S. 6 (28,932) ✓
00522	(Bugosh, N.)	G. 15, S. 2 (24,404)	G. 16, S. 7 (29,539) ✓
00525	(Duncan, R.)	G. 15, S. 2 (24,404)	G. 16, S. 8 (30,160) ✓
00535	(Jensen, D.)	G. 15, S. 2 (24,404)	G. 16, S. 10 (31,437) ✓
00536	(Ingman, G.)	G. 15, S. 9 (28,247)	G. 16, S. 13 (34,135) ✓
00542	(Horpestad, A.)	G. 16, S. 12 (32,766)	G. 17, S. 13 (37,172) ✓
00543	(Burns, J.) --- (included in Env. Engr. pay exceptions)		
00544	(Mittelstaedt, D.)	G. 15, S. 1 (22,625)	G. 16, S. 6 (28,932) ✓
00546	(Thomas, J.)	G. 15, S. 6 (26,534)	G. 16, S. 8 (30,160) ✓
00549	(Foster, R.)	G. 12, S. 2 (19,233)	G. 13, S. 6 (22,395) ✓
00551	(Arrigo, J.)	G. 16, S. 8 (30,160)	G. 17, S. 13 (37,172) ✓
00552	(vacant)	G. 12, S. 1 (17,868)	G. 13, S. 6 (22,395) ✓
00554	(Tralles, S.)	G. 14, S. 2 (22,471)	G. 15, S. 7 (27,095) ✓

EXHIBIT 2
DATE 1-17-91
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DEPARTMENT OF ADMINISTRATION
STATE PERSONNEL DIVISION

STAN STEPHENS, GOVERNOR

ROOM 130, MITCHELL BUILDING

STATE OF MONTANA

(406) 444-3871

HELENA, MONTANA 59620

TO: William Opitz
Acting Director
Department of Health & Environmental Sciences

FROM: Laurie Ekanger (Laurie Ekanger)
Administrator

DATE: December 13, 1990

SUBJECT: Blanket Pay Exception for Environmental Specialists

Your request for a blanket pay exception has been reviewed and a proposal for a blanket exception prepared for the review of all affected agencies.

Attached is a copy of the pay exception proposal and results of our review. Rather than approving the percentage increases you requested, we are proposing that existing employees be placed at existing steps within the pay matrix. We are continuing to provide grade and step related exceptions until the current matrix is statutorily changed. Please provide us with a response to this proposal by describing your agency's criteria for adjusting the salaries of incumbents within the proposed salary ranges and identifying where each employee will be placed.

Your request for this blanket pay exception specifically mentioned that the salary increases in the Occupational Health Bureau would severely impact the operating budget. As you are aware, pay exceptions are not granted if the exception results in a deficiency or supplemental appropriation request to the legislature. Please advise us if you will be able to meet this criteria.

This proposal will be sent to the Department of Natural Resources, Department of State Lands and Department of Agriculture for review and comment. All of these agencies have a small number of positions in these classes.

If you have any questions, please feel free to call myself or Cathy Mason at 444-3871.

LAE\CM\lp

Attachment

OPITZ3.CM

PROPOSAL FOR BLANKET PAY EXCEPTION

ENVIRONMENTAL SPECIALIST SERIES
ENVIRONMENTAL PROGRAM SUPERVISOR
ENVIRONMENTAL PROGRAM MANAGERS I & II
INDUSTRIAL HYGIENIST

I. INTRODUCTION

This proposal provides a blanket grade pay exception for chronic recruitment problems for specific positions in the environmental specialist series, environmental program supervisor, and environmental program manager series. This proposal is pursuant to the 1990 Pay Plan Exception Guide Tier Three.

II. AGENCIES AFFECTED

The request was submitted by the Department of Health and Environmental Sciences (DHES). Three other agencies, Department of State Lands, Department of Natural Resources and Conservation (DNRC), and Department of Agriculture that have a small number of positions in these classes. DNRC, with five positions, has the largest number of positions besides DHES affected by this proposal.

III. AGENCY PROPOSAL

In an effort streamline the process and due to the small number of positions that exist outside of DHES, we have not requested other affected agencies to submit separate proposals. It is our intention to have the other agencies respond to this proposal.

DHES proposes to immediately give all current incumbents a 15 percent salary increase followed by a ten percent salary increase next year for a 26.5 percent total salary increase for all of the positions in the environmental specialist series, environmental program supervisors, environmental program managers I and II and industrial hygienist classes ranging from grade 12 through grade 17.

IV. EXCLUSION FROM BLANKET

Based upon criteria for blanket exceptions that includes chronic recruitment and retention problems and the information submitted to date, the Industrial Hygienist single position-class, with the same incumbent for twenty years, does not qualify for a pay exception under these circumstances. In addition, it is our understanding that the job duties for this class are different

than those of the environmental specialists by concentrating on in-door rather than outside environment issues.

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V. JUSTIFICATION

State salaries for environmental occupations have not kept up with a market that has recently experienced increased demand with the creation of Superfund and environmental assessment needs.

Annual turnover in the four bureaus, Occupational Health, Solid and Hazardous Waste, Air Quality, and the Water Quality Bureau is approximately 34 percent. Up until recently turnover was limited to less experienced personnel; however, it appears that retention of experienced personnel, who are capable of training others has reached a critical point according to Larry Lloyd, former Division Administrator. DHES has exhausted upgrading positions through classification and has gone to special recruiting efforts to fill vacancies including selection of candidates who are considered "trainable" rather than qualified. The result of inadequate staffing is the loss of delegated EPA authority, federal share contributions, and local control over issues.

VI. OCCUPATIONAL COMPARISON TO MARKET

This request is for classes which include two benchmarks used in the state Salary Survey. The two benchmark classes are Environmental Specialist II, grade 13 and Environmental Program Manager I, grade 16. A summary of survey results for these two classes is as follows:

Environmental Specialist II

Survey data from the survey area recommended by the Pay Committee for Environmental Specialist II jobs identifies an average minimum entry level of $2,042 per month with a maximum average salary of $2,919 per month. The weighted average is $2,559 and the unweighted average is $2,380. This difference between weighted and unweighted average salary is a result of employers like the state of Washington with more employees paying higher than the average salary of less populated states surveyed.

The state's step 2 entry salary of $1,722 is 16 percent behind the average market entry level salary. State salaries for experienced employees, (step 13 of grade 13, or $2,202) is 14 percent behind the survey weighted average.

Environmental Program Manager

The survey data for the Environmental Program Manager I identifies an average minimum entry level salary of $2,271 per month with an average maximum salary of $3,309 per month. The weighted average salary is $3,044 and the unweighted average is $2,724

per month. This difference between weighted and unweighted average salary is a result of employers like the state of Washington with more employees paying higher than the average salary of less populated states surveyed.

Currently, our entry level salary (step 2, grade 16, or $2,218) is 19 percent behind the average market entry level salary. The highest grade 16 salary (step 13) is $2,845, and is seven percent behind the survey weighted average salary ($3,044) for this class.

In summary, entry pay for this occupational group is 16-19 percent behind the market entry level and the most experienced personnel (those at step 13) are paid below the average pay received by other Environmental Specialists and managers in this area. The salary survey data confirms the agencies concern over the non-competitiveness of "experienced" salaries and the resulting inability to keep experienced personnel due to the salary difference between market rates and salaries offered by the state.

VII. RECOMMENDED PAY EXCEPTION

This recommendation takes into consideration the following factors:

1. DHES's proposal;
2. market salary comparisons to five other states; and
3. current short supply and high demand for employees in this occupational group.

A comparable market salary that addresses recruitment and retention cannot be established through step increases alone since step 13 is behind the weighted average for each class.

This proposal maintains the relationship of one environmental specialist class to another by adjusting all of the classes one grade and setting a step 6 entry level. This proposal will adjust the Environmental Specialist II class up one grade to grade 14 with a step 6 entry salary of $2,033 per month or $24,396 annually. All other environmental specialist and environmental program managers classes will be similarly adjusted.

Adjustment of incumbent salaries has been left to the agency's discretion. The agency is responsible for developing its own uniform standards or criteria for slotting current employees into one of the eight steps in the next higher grade. Once criteria are developed and a proposed assignment is made to steps within the step 6 to step 13 range of the next higher grade, the proposed assignments need to be approved by the State Personnel Division.

This proposal provides a pay exception for the positions identified in Attachment A list as follows:

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Environmental Spec. I, Grade 12	Entry Rate:	Grade 13, Step 6
	Maximum Rate:	Grade 13, Step 13
Environmental Spec. II, Grade 13	Entry Rate:	Grade 14, Step 6
	Maximum Rate:	Grade 14, Step 13
Environmental Spec. III, Grade 14	Entry Rate:	Grade 15, Step 6
	Maximum Rate:	Grade 15, Step 13
Environmental Spec. IV, Grade 15	Entry Rate:	Grade 16, Step 6
	Maximum Rate:	Grade 16, Step 13
Environmental Prgm. Sup., Grade 16	Entry Rate:	Grade 17, Step 6
	Maximum Rate:	Grade 17, Step 13
Environmental Prgm. Mgr. I, Grade 16	Entry Rate:	Grade 17, Step 6
	Maximum Rate:	Grade 17, Step 13
Environmental Prgm. Mgr. II, Grade 17	Entry Rate:	Grade 18, Step 6
	Maximum Rate:	Grade 18, Step 13

The net result of this proposal is an entry level salary increase of 18 percent above the previous entry level salary with incumbents receiving a minimum of a seven percent increase depending upon their current step. Due to this substantial increase in the entry level, the substantial pay increase for this next biennium, the recommendation does not provide a second increase as requested by the agency. Additional compensation above the initial pay exception will be considered after the fiscal year 1992 pay matrix is established. At that time, a determination can be made whether a second increase is warranted for retention or recruitment.

VIII. CONDITIONS OF PAY EXCEPTION

Blanket pay exceptions are not transferable to any other position(s) or class(es) unless authorized by the State Personnel Division. The blanket exception is approved to resolve recruitment and retention problems in this occupation and therefore are specific to the position and class and not the incumbent. If the position is reclassified to another level, series, etc., the blanket exception will no longer apply. This blanket exception is approved based upon understanding that it will not result in a deficiency or supplemental appropriation request to the legislature. This exception expires November 15, 1992.

In the event that the current pay matrix undergoes major revisions, this blanket is subject to revision by the Department of Administration prior to the expiration date.

ATTACHMENT A

ENVIRONMENTAL SCIENCES DIVISION

POSITION REGISTER FY 1991 FILE NAME: ENVSPEC.WK1

POSN	TITLE	FTE	GRADE	STEP	LG
10357	ENV SPEC I	0.25	12	2	
505	ENV SPEC I	1.00	12	2	
552	ENV SPEC I	0.50	12	2	
549	ENV SPEC I	1.00	12	2	
321	ENV SPEC I	1.00	12	2	
336	ENV SPEC I	1.00	12	2	
314	ENV SPEC II	1.00	13	9	2
322	ENV SPEC II	1.00	13	7	1
10476	ENV SPEC II	1.00	13	2	
504	ENV SPEC II	1.00	13	3	1
316	ENV SPEC II	1.00	13	9	2
10354	ENV SPEC II	0.25	13	2	
429	ENV SPEC III	1.00	14	2	
512	ENV SPEC III	1.00	14	13	3
428	ENV SPEC III	1.00	14	2	
554	ENV SPEC III	1.00	14	2	
413	ENV SPEC III	1.00	14	2	
440	ENV SPEC III	1.00	14	3	1
414	ENV SPEC III	1.00	14	5	
462	ENV SPEC III	1.00	14	2	
431	ENV SPEC III	1.00	14	2	
406	ENV SPEC III	1.00	14	2	
525	ENV SPEC III	1.00	14	2	
311	ENV SPEC III	1.00	14	6	1
403	ENV SPEC III	0.50	14	2	
466	ENV SPEC III	1.00	14	2	
10358	ENV SPEC III	0.25	14	2	
10477	ENV SPEC III	1.00	14	2	
10474	ENV SPEC III	1.00	14	2	
10475	ENV SPEC III	1.00	14	2	
430	ENV SPEC III	1.00	14	2	1
451	ENV SPEC III	1.00	15	2	
418	ENV SPEC III	1.00	14	5	
452	ENV SPEC III	1.00	15	2	
403	ENV SPEC III	0.50	14	2	
10473	ENV SPEC III	1.00	14	2	
420	ENV SPEC III	1.00	14	2	
450	ENV SPEC III	1.00	15	2	
412	ENV SPEC IV	1.00	15	2	
409	ENV SPEC IV	1.00	15	12	3
10359	ENV SPEC IV	0.00	15	2	
310	ENV SPEC IV	1.00	15	12	3
544	ENV SPEC IV	1.00	15	2	
426	ENV SPEC IV	1.00	15	2	
312	ENV SPEC IV	1.00	15	2	1

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518	ENV SPEC IV	1.00	15	8	2
535	ENV SPEC IV	1.00	15	2	
309	ENV SPEC IV	1.00	15	7	1
10351	ENV SPEC IV	1.00	15	2	
10360	ENV SPEC IV	0.00	15	2	
522	ENV SPEC IV	1.00	15	2	
10353	ENV SPEC IV	1.00	15	12	3
10564	ENV SPEC IV	0.25	15	2	
423	ENV SPEC IV	1.00	15	2	
10565	ENV SPEC IV	0.25	15	2	
536	ENV SPEC IV	1.00	15	9	2
335	ENV SPEC IV	1.00	16	2	
411	ENV SPEC IV	1.00	14	2	
503	ENV SPEC IV	1.00	15	8	1
449	ENV SPEC IV	1.00	15	2	
10361	ENV SPEC IV	0.00	15	2	
00467	ENV SPEC IV	1.00	15	2	
546	ENV SPEC IV	1.00	15	6	1
325	INDUST HYGEN	1.00	15	13	4
10471	ENV PGM MGR I	1.00	16	2	
416	ENV PGM MGR II	1.00	16	10	1
407	ENV PGM MGR II	1.00	17	12	3
456	ENV PGM SUPR	1.00	15	2	
448	ENV PGM SUPR	1.00	15	2	
551	ENV PGM SUPR	1.00	16	8	1
306	ENV PGM SUPR	1.00	16	11	2
455	ENV PGM SUPR I	1.00	15	2	
542	ENV PGM MGR I	1.00	16	12	3
543	ENV PGM MGR I	1.00	16	11	2
433	ENV PGM MGR I	1.00	15	10	1
408	ENV PGM MGR II	1.00	17	12	3
502	ENV PGM MGR II	1.00	17	11	3
307	ENV PGM SUPR	1.00	16	10	3

*ALL FIGURES REPRESENT BUDGETED GRADES/STEPS AND MAY NOT REFLECT WHAT THE POSITION IS CURRENTLY BEING PAID

PAY PLAN EXCEPTION

A. GENERAL INFORMATION

1. **Requesting Agency:** Department of Health and Environmental Sciences (DHES)

2. **Requesting Division:** Environmental Sciences Division

   Bureaus: Water Quality, Air Quality and Solid and Hazardous Waste

3. **Agency Contact Person:** Donald E. Pizzini, Director

B. EXCEPTION REQUESTED

1. **Positions for which blanket exception is requested:**

Environmental Engineers I-IV/Environmental Engineer Manager

2. **Other agencies which have employees in the class or series.**

   Environmental Engineers and Environmental Engineer Managers are exclusive to DHES

3. **Requested grade and step of affected positions:**

This request is based upon increasing salaries by 15% immediately, followed by an additional 10% after a period of one year. The overall effect of these increases equates to a 26.5% salary increase which approximates the goal of bringing salaries within 10% of market rates. This request, while significant in terms of percentage increase, must be recognized as stop-gap measure in bringing equity in a dynamic job market where qualified employee shortages are predicted in the future. All positions would receive the same percentage increase to insure that equitable adjustments in salary are received.

4. **Incumbents in the positions which require adjustment:**

Incumbents include one Environmental Engineer II, eleven Environmental Engineer III's, one Engineer IV and three Environmental Engineer Managers which would be affected by this request. All vacant positions would be similarly affected by this request when the positions are filled.

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5. **Current grade and step of each agency employee in these positions:**

356	ENV ENG I	VACANT	13 2
355	ENV ENG I	VACANT	13 2
517	ENV ENG II	VACANT	14 3
519	ENV ENG II	SANCHEZ	14 5
320*	ENV ENG III	(ST LANDS)DRISCOLL	15 12
432	ENV ENG III	MARSH	15 2
459	ENV ENG III	RIEFENBERG	15 2
515	ENV ENG III	MONTGOMERY	15 11
516	ENV ENG III	SLOVARP	15 5
528	ENV ENG III	MELSTAD	15 13
529	ENV ENG III	WELLS	15 13
530	ENV ENG III	SMITH	15 11
531	ENV ENG III	AUNE	15 3
532	ENV ENG III	WEINS	15 2
560	ENV ENG III	HEISLER	15 9
308	ENV ENG IV	KELTZ	16 13
524	ENV ENG II	VACANT	14 2
513	ENV ENG MGR II	SHEWMAN	17 13
514	ENV ENG MGR II	ANDERSON	17 12
527	ENV ENG MGR II	FRASER	17 13

6. **Rationale for the specific step and grade adjustment requested:**

After consultation with John McEwen of DOA, it was suggested that grade adjustment vs. step adjustment need not be addressed given the step freeze of the current pay plan and the large-scale overhaul of the pay plan that is anticipated. The salary study made as part of this request indicated that pay inequities exist for all engineering levels with the more experienced engineers showing a greater disparity than entry level positions. Environmental engineering managers were included as part of this request as they were considered an integral part of the environmental engineering series with their required qualifications in engineering and high level of experience.

7. Grade adjustment vs. step adjustment:

(Not applicable--see #6 above)

C. JUSTIFICATION

Exceptional Circumstances

This request is submitted in response to the need to address a severe recruitment and retention problem in employing environmental engineers for technical positions within the Environmental Sciences Division of DHES. All positions work in programs which directly affect the public health of the citizens of Montana, improve and sustain the high quality of the state's environment, and promote a sound infrastructure so important to the state's economy. The inability of the Department to attract qualified new employees, and more importantly retain existing highly trained employees, critically affects the ability of the affected programs to enforce state and federal laws and meet federally delegated program responsibilities.

A national shortage of engineers due to a declining number of engineering graduates, concurrent with a growing demand for engineering services due to a tremendous increase in environmental regulation, has resulted in a very competitive market for qualified engineers. Science Magazine, in the attached article, (see Attachment A) discusses the impending crisis of a serious shortage of engineers by the year 2000. The State of Montana, with salaries 30% to 40% less than competing employers, is hastening this crisis by forcing its' most qualified technical employees to seek higher paying work elsewhere. As listed in Section C (7) of this request, the Division has experienced a severe turnover rate in engineering positions, resulting in 13 vacancies out of a total of 21 positions over a two-year period. This equates to a near complete engineering staff turnover in slightly more than three years.

The programs in DHES employing environmental engineers require specialized experience not available through academic training alone. Once employed with the department, the experience earned on the job is invaluable to the programs, given the quantity and complexity of the problems these individuals must deal with in their normal work routine. This same experience is sought by private consultants and industrial concerns who must understand and comply with the technical and regulatory requirements imposed by these environmental programs.

The majority of the affected positions work in programs supported largely by federal funds with delegated authority to enforce federal environmental laws. Failure to properly fulfill the responsibilities of these programs will result in a loss of these federal funds and return of these delegated authorities to the EPA. Aside from the economic impact of the loss of these federal dollars, the state would be sacrificing a tremendous amount of local control, a sensitivity to Montana's unique needs and the ability to be responsive to the

citizens of the state. The Governor's Office has indicated it is strongly committed to maintaining state primacy in environmental programs.

1. **Projected agency costs for the exceptions.**

The 15% pay increase is estimated to cost the agency **$96,122.** The additional 10% increase will result in an agency cost of **$100,640.**

Tables 1, 2 and 3, as follows, indicate the financial impact of the proposed blanket salary increase for the affected positions. Table 1 indicates existing salary structure. Table 2 shows salaries with a 15% increase. Table 3 shows the salaries after an additional 10% increase (scheduled to occur after one year).

TABLE I

ENVIRONMENTAL SCIENCES DIVISION

Position Register FY 1991

osition	Title	Name	FTE	Grade	Step	LG	Salary	Benefits	Ins.	Longevity	Total
0356	Env. Eng. I	Vacant	1.00	13	2		20,669	3,049	1,560	0	25,278
0355	Env. Eng. I	Vacant	1.00	13	2		20,669	3,049	1,560	0	25,278
517	Env. Eng. II	Vacant	1.00	14	3		22,926	3,485	1,560	0	27,971
519	Env. Eng. II	Sanchez	1.00	14	5		23,895	3,632	1,560	0	29,087
528	Env. Eng. III	Melstad	1.00	15	13	2	31,325	4,703	1,560	562	38,150
529	Env. Eng. III	Wells	1.00	15	13	2	31,325	4,703	1,560	562	38,150
515	Env. Eng. III	Montgomery	1.00	15	11	1	29,447	4,516	1,560	265	35,523
531	Env. Eng. III	Aune	1.00	14	8	1	25,445	3,901	1,560	222	30,906
516	Env. Eng. III	Slovarp	1.00	15	5		25,985	3,833	1,560	0	31,378
530	Env. Eng. III	Smith	1.00	15	11	1	29,447	4,516	1,560	265	35,523
432	Env. Eng. III	Marsh	1.00	14	5		23,895	3,632	1,560	0	27,527
0560	Env. Eng. III	Weins	1.00	15	2		24,405	3,710	1,560	0	29,675
532	Env. Eng. III	Vacant	1.00	15	6	1	26,534	4,070	1,560	240	32,164
320	Env. Eng. III (DSL)	Driscoll	1.00	15	12	2	30,064	4,514	1,560	541	36,679
459	Env. Eng. III	Riefenberg	1.00	14	2	1	22,470	3,445	1,560	194	27,475
308	Env. Eng. IV	Keltz	1.00	16	13	3	34,135	5,169	1,560	911	41,775
524	Env. Eng. IV	Vacant	1.00	16	11	1	32,095	4,922	1,560	287	38,577
514	Env. Eng. Mgr. II	Anderson	1.00	17	12	2	35,684	5,359	1,560	645	43,248
527	Env. Eng. Mgr. II	Fraser	1.00	17	13	2	37,172	5,582	1,560	670	44,984
513	Env. Eng. Mgr. II	Shewman	1.00	17	13	2	37,172	5,582	1,560	670	44,984
							564,759	85,372	31,200	6,034	684,332
							INDIRECT COSTS (15.2%)				104,018
										TOTAL	788,350

*All salary figures represent budgeted dollar amounts for each position and may not reflect what the position is currently paid.

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TABLE II

ENVIRONMENTAL SCIENCES DIVISION

Position Register FY 1991
(15%)

Position	Title	Name	FTE	LG	Salary	Benefits	Ins.	Longevity	Total
10356	Env. Eng. I	Vacant	1.00		23,769	3,506	1,560	0	28,835
10355	Env. Eng. I	Vacant	1.00		23,769	3,506	1,560	0	28,835
517	Env. Eng. II	Vacant	1.00		26,365	4,008	1,560	0	30,373
519	Env. Eng. II	Sanchez	1.00		27,479	4,177	1,560	0	31,656
528	Env. Eng. III	Melstad	1.00	2	36,024	5,408	1,560	562	43,554
529	Env. Eng. III	Wells	1.00	2	36,024	5,408	1,560	562	43,554
515	Env. Eng. III	Montgomery	1.00		33,864	5,193	1,560	265	39,057
531	Env. Eng. III	Aune	1.00		29,262	4,486	1,560	222	33,748
516	Env. Eng. III	Slovarp	1.00		29,883	4,408	1,560	0	35,851
530	Env. Eng. III	Smith	1.00		33,864	5,193	1,560	265	39,057
432	Env. Eng. III	Marsh	1.00		27,479	4,177	1,560	0	31,656
10560	Env. Eng. III	Weins	1.00		28,066	4,227	1,560	0	32,293
532	Env. Eng. III	Vacant	1.00		30,514	4,681	1,560	240	35,195
320	Env. Eng. III (DSL)	Driscoll	1.00	2	34,574	5,191	1,560	541	41,866
459	Env. Eng. III	Riefenberg	1.00		25,841	3,962	1,560	194	29,803
308	Env. Eng. IV	Keltz	1.00	3	39,255	5,944	1,560	911	47,670
524	Env. Eng. IV	Vacant	1.00		36,909	5,660	1,560	287	42,569
514	Env. Eng. Mgr. II	Anderson	1.00	2	41,037	6,163	1,560	645	49,405
527	Env. Eng. Mgr. II	Fraser	1.00	2	42,748	6,419	1,560	670	51,397
513	Env. Eng. Mgr. II	Shewman	1.00	2	42,748	6,419	1,560	670	51,397
					649,474	98,136	31,200	6,034	767,771
							INDIRECT COSTS (15.2%)		116,701
								TOTAL	**884,472**

TABLE III

TABLE III

ENVIRONMENTAL SCIENCES DIVISION

Position Register FY 1991
(15% + 10%)

sition	Title	Name	FTE	LG	Salary	Benefits	Ins.	Longevity	Total
356	Env. Eng. I	Vacant	1.00		26,146	3,857	1,560	0	31,563
355	Env. Eng. I	Vacant	1.00		26,146	3,857	1,560	0	31,563
517	Env. Eng. II	Vacant	1.00		29,002	4,409	1,560	0	34,971
519	Env. Eng. II	Sanchez	1.00		30,227	4,595	1,560	0	36,382
528	Env. Eng. III	Melstad	1.00	2	39,626	5,949	1,560	562	47,697
529	Env. Eng. III	Wells	1.00	2	39,626	5,949	1,560	562	47,697
515	Env. Eng. III	Montgomery	1.00		37,250	5,712	1,560	265	44,522
531	Env. Eng. III	Aune	1.00		32,188	4,935	1,560	222	38,683
516	Env. Eng. III	Slovarp	1.00		32,871	4,849	1,560	0	39,280
530	Env. Eng. III	Smith	1.00		37,250	5,712	1,560	265	44,522
432	Env. Eng. III	Marsh	1.00		30,227	4,595	1,560	0	33,382
560	Env. Eng. III	Weins	1.00		30,872	4,650	1,560	0	37,082
532	Env. Eng. III	Vacant	1.00		33,565	5,149	1,560	240	40,274
320	Env. Eng. III (DSL)	Driscoll	1.00	2	38,031	5,710	1,560	541	45,842
459	Env. Eng. III	Riefenberg	1.00		28,425	4,358	1,560	194	34,343
308	Env. Eng. IV	Keltz	1.00	3	43,181	6,538	1,560	911	52,190
524	Env. Eng. IV	Vacant	1.00		40,600	6,226	1,560	287	48,386
514	Env. Eng. Mgr. II	Anderson	1.00	2	45,141	6,779	1,560	645	54,125
527	Env. Eng. Mgr. II	Fraser	1.00	2	47,023	7,061	1,560	670	56,314
513	Env. Eng. Mgr. II	Snewman	1.00	2	47,023	7,061	1,560	670	56,314
					714,420	107,951	31,200	6,034	855,132
						INDIRECT COSTS (15.2%)			129,980
								TOTAL	**985,112**

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2. Sources of additional funds for requested exception, by program or position.

All salary increases will be funded within existing resources by either reducing the current operating budget or by reallocation of existing funds. Funding for the coming biennium will be proposed to the legislature.

Due to the varied nature of program funding within the agency it is necessary to address funding of the exceptions on a program by program basis.

Water Quality Bureau

Safe Drinking Water Program - Funding options for this program are currently being addressed by a Task Force. The program is supported by federal and RIT funds in a 75/25 ratio. It is anticipated that the federal funds will increase significantly and will be matched by funds generated by a proposed fee system on services provided. These additional funds would more than cover the salary increases.

Construction Grants Program - This program is funded with a 100% federal grant. Adequate funds are available to cover the salary increases.

Subdivision Review Program - Funds for this program are provided from the General Funds with review fees that are generated being returned to that same account. The Safe Drinking Water Task Force has recommended that review fees be increased to cover the actual costs of operating the program. Such an action would require a change in the statute. In the interim, funds for a salary increase would come from the operating budget.

Permits Review Program - Only one engineering position is assigned to this program. The program is funded primarily with federal funds with a nonfederal maintenance of effort level that must be met. Currently available federal funds exceed the amount necessary to meet current budget obligations. Those funds would be used to cover the salary increase.

Solid and Hazardous Waste Bureau

As proposed, a new hire qualifying for a Grade 14 position will enter at the same rate as an existing Grade 14 in the program. An entry level trainee at Grade 13 will start at a salary 15% higher than a standard Grade 13 and will advance to a Grade 14 plus 15% after one year. After one year all Grade+15% will advance to the next pay matrix which includes an additional 10% increase. In order to improve staff morale, it might be worth considering offering employees

with one or more years of program experience the additional 10% in the first year.

There are two engineers employed by the Solid and Hazardous Waste Bureau. They are positions #432 and #459. Position #432 is funded by the Superfund Program and position #459 is 75% funded through the Tank Fee Program and 25% by the Tank Installer License Program.

Superfund

The majority of these funds will be obtained through increased Cooperative Agreement requests, however, 10% of Superfund Core funding is provided with state match funding through the 12% RIT funds provided to the Department for CERCLA/hazardous waste activities.

Tank Fee Program

This program is 100% funded by annual UST registration fees. This funding source can easily provide the extra dollars required for the increase for the .075 FTE, positon #459.

Tank Installer Licensing

This program is 100% funded by UST tank installer licensing and permit fees. This funding source is adequate to cover the additional increase for the .025 FTE position #459.

Air Quality Bureau

The funding for the increase would come from 100% federal funding in the first year, and a combination of federal funding and user permit fees in the second year. The air program federal grant has increased from $625,848 in FY90 to $1,025,436 in FY91. This federal funding increase will cover the increase in FY91. It is anticipated that the National Clean Air Act activity will continue will continue to offer increased federal funding in future years. It is also anticipated that the approval of user/permit fees will be given by the legislature in coming years.

Four FTE positions are affected in the Air Quality Bureau. They include positions #320, 308, 10355 and 10356. The Air Quality Bureau is confident that it can provide the funding for the projected salary increases in present and future years.

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3. **Specific recruitment measures taken to attract qualified applicants for these positions:**

Water Quality Bureau

Until rescinded in 1989, the Department had approval for a blanket step exception providing the option of offering up to four steps for starting engineers. This incentive was used for most engineers hired in the last few years although it is now recognized that 4 steps no longer provides a competitive starting salary for the various engineering positions. Additional steps for new employees do not address the difficulties in retaining existing employees and in some cases, inequities can result.

In addition to utilizing the Job Service, the Water Quality Bureau has found it necessary to advertise extensively in state and out-of-state newspapers to get a sufficient number of viable applicants. Re-advertising has become necessary on occasion when no qualified applications were received. Montana is a desireable place to live and often if you advertise extensively, qualified applicants will apply. If hired, retaining these people is becoming increasingly difficult. Once located within the state, job opportunities at higher salaries are becoming readily available without relocation.

Since revoking the blanket step exception, the WQB has found it necessary to provide additional steps to recruit individuals on an individual basis. A recent hire (Position #532) negotiated for a Step 9 starting salary and refused to accept anything less. The Bureau has also attempted to redefine positions with the intention of upgrading the position to improve recruitment and retention potential.

4. **Results of recruitment efforts:**

The Department's recruitment efforts have obtained limited success. The job turnover rate is increasing in frequency and the number and quality of job applicants is diminishing. state government is becoming a training ground for young engineers recently graduated looking for quality experience to increase their marketability for higher paying positions. In positions requiring higher levels of experience (Engineer III and IV), well-qualified applicants are not applying. The specific efforts of programs and bureaus within the Department are as follows:

Water Quality Bureau

Public Water Supply Program:

Position #524 - Environmental Engineer IV

This position was vacated on 7-8-88 and filled internally with an engineer working in the program. This employee vacated the position on 8-4-89. The position was then advertised 3 times. No one applied the first two times and 2 unqualified people applied the third time. The position was finally filled in mid-December of 1989 on a training assignment. This employee left on 5-7-90 and the position is currently vacant. Due to the difficulties in filling this position, the position has been redefined and submitted for review. An employee within the program without an engineering degree will likely take the position, if appropriately reclassified.

Position #530 - Environmental Engineer III

This position was vacated by the incumbent, a licensed professional engineer, on 10-21-88. At that time the incumbent had several years experience in the Drinking Water Program. The position was then re-advertised with the most qualified applicant, a professional engineer (P.E.), refusing the job at a step 7 salary offer (this applicant was and remains employed with an engineering firm in Helena). The current employee will take his P.E. exam next fall. Passing this exam will make this employee significantly more marketable, especially to private engineering firms.

Position #531 - Environmental Engineer III

The position was recently created through reclassification of an Environmental Specialist position. The change was made due to additional program demands requiring engineering expertise. The incumbent in this position (Grade 15, Step 3 with 6 years of experience with the state) has pursued a request for additional steps without success. An inequity with this position has been created as recent recruitment efforts have resulted in hiring new employees with more that 3 steps. The incumbent in this position was recently offered a position with a Bozeman consulting firm at a salary approximately 20% greater than his current salary.

Position #532 - Environmental Engineer III

This position was vacated on 5-18-90. The position was then advertised once and resulted in one applicant who desired to work in Helena. Approval has been received for step 9. The applicant is trying to determine whether or not to accept the job.

Position #650 - Environmental Engineer III

This is a new position that has been advertised internally, then to the outside, and no one applied. The position is being re-advertised.

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Financial Assistance Program:

Position #515 - Environmental Engineer III

This position was vacated on 12-1-89 by a well-qualified employee with over 10 years experience in the program. The employee is working for a city in Montana and gave "opportunity for career growth and salary potential" as reasons for taking the new job. The position was filled internally with an individual working in an Environmental Engineer II position.

Position #516 - Environmental Engineer III

This position was vacated on 7-15-88. It was filled internally with an employee working within the program in an Environmental Engineer II position. The current incumbent has over 23 years experience in engineering, is licensed as a professional engineer, and is very valuable to the program. This individual has over 4 years with the state and remains at the same step at which he was hired. Retention of these type of employees is a critical need to the State of Montana and to the viability of the programs which serve the state.

Position #517 - Environmental Engineer II

This position was vacated on 11-18-88, filled on 1-9-89, and vacated again on 5-18-90. The position is currently vacant. A request to reclassify this position one grade higher to promote retention and attract more qualified individuals is being prepared. The individual last holding this position, although hired at a Step 4, obtained a position with a technical firm in Helena at a salary approximately 25% more than the state's salary. It is interesting to note that one of the main functions of this individual in her new position is related to contractual work with the Solid and Hazardous Waste Bureau. The need for this contract results, in part, to staff turnover at the SHWB--specifically the departure of an environmental specialist whose job function was equivalent to the work covered by this contract.

Position #519 - Environmental Engineer II

This position was vacated on 7-30-88 due to internal transfer upward within the program and was filled on 1-3-89. The incumbent at that time left the position on 1-29-90 to fill another higher graded position which opened in the program. The position was then advertised with three qualified applicants applying. The most qualified applicant refused the position due to inadequate salary. The position was filled on 6-11-90.

Solid and Hazardous Waste Bureau

Superfund Program:

Position #412 - Although currently classified as an Environmental Specialist position, this position was originally classified as an Environmental Engineer II, subsequently modified in March of 1988. The engineer hired into the position vacated the position on 7-21-89, leaving the state for a higher salary and personal reasons. The current incumbent is not an engineer.

Position 432 - Environmental Engineer III

This position was filled in October 1987 and vacated on 11-22-89 even though it was upgraded from a Grade 14 to a Grade 15 in March of 1988. The incumbent leaving obtained a job in Butte for a higher salary. The current incumbent was hired on 12-28-89 and was selected as one of two qualified applicants.

Position 433 - Environmental Program Manager

This position was upgraded from an Environmental Engineer III to a supervisory position in March of 1988. The incumbent at that time, an engineer, vacated the position on 5-19-89 for employment in Butte at a market level salary. The current incumbent is not an engineer.

Air Quality Bureau

The AQB is in the process of recruiting for two Engineer I positions. This bureau elected to fill these positions at entry level grades on the assumption that it would not be possible to attract trained individuals capable of fulfilling the required job responsibilities at the salary offered. These positions, after receiving sufficient training, could move up into higher level positions. Obviously, training will improve their marketability, making retention at current salary levels difficult.

6. Other efforts:

The Department believes that all reasonable efforts have been taken to recruit and retain qualified personnel. It is apparent that modifications in the pay plan for environmental engineers to provide more competitive salaries will provide the only long-term solution to this problem.

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7. **Turnover and vacancy rate:**

Water Quality Bureau

Pos. #	Status	Date
515	Vacant	12-1-89
	Filled internally	1-29-90
516	Vacant	7-5-88
	Filled internally	7-30-88
517	Vacant	11-18-88
	Filled	1-9-89
	Vacant	5-18-90
519	Vacant	7-30-88
	Filled	1-3-89
	Vacant	1-29-90
	Filled	6-11-90
524	Vacant	7-8-88
	Filled internally	
	Vacant	8-4-89
	Filled	12-13-89
	Vacant	5-7-90
530	Vacant	10-21-88
	Filled	3-1-89
532	Vacant	5-18-90
	Not yet filled	
650	Vacant since creation	

Solid and Hazardous Waste Bureau

Pos. #	Status	Date
432	Vacant	11-22-89
	Filled	12-18-89

8. **Consequences of turnover and not filling vacant positions.**

Water Quality Bureau

Vacancies and turnover in the Municipal Wastewater Financial Assistance program could result in the inability of the state to implement the Montana Wastewater Revolving Fund

Act. This new legislation created a $50 million financial assistance program for communities to build water pollution control projects. The first round of federal funds ($4.5 million), due to be obligated by September of 1990, may already be jeopardized due to the excessive turnover within the program. Not only would loss of these funds have a severe economic impact on the state, but high priority water pollution control projects with documented public health hazards could fail to proceed. Staff positions within this program (5 engineers and one environmental specialist) have completely turned over within the last five years. Loss of staff has increased plan and specification review time, grant processing time, reduced inspection frequency and reduced the overall effectiveness of the program in meeting the publics needs. Turnover has also increased the stress level of the remaining staff by increasing work loads and job related pressures. (Reference Letter - A)

Engineering staff turnover and difficulties in recruiting qualified engineers in the Public Water Supply Program have already affected the work performance of this section. Staff review time of plans for public water and sewer systems is increasing, which delays needed construction projects resulting in both public health and economic impacts. The legally specified turn-around time of 60 days for new subdivisions is becoming difficult to meet. It is estimated that inspections of public water systems needed to insure proper operation and sanitary conditions are approximately two years behind schedule. Lack of qualified engineers also limits this section's ability to provide important training to facility operators. A critical staff shortage limiting this section's ability to enforce the Federal Safe Drinking Water Act has been identified and is currently the subject of a task force study. The inability to attract and retain qualified technical staff could preclude the program from properly satisfying federal requirements, resulting in loss of state primacy in program authority.

Solid and Hazardous Waste Bureau

Engineering expertise within the Superfund program will become increasingly important as many of the projects under study enter the remedial action phase and begin construction. Unique methods for cleanup involving specialized expertise will require informed oversight by the Solid and Hazardous Waste Bureau. Loss of this knowledge due to vacancies could delay the cleanup process thereby threatening public health and the environment. Hiring an individual with Superfund experience will become difficult with the demand for qualified engineers, especially within the state.

Loss of technical expertise in the UST program could result

in leakage, groundwater degradation, and adverse environmental impacts. Leaking storage tanks have been identified by the legislature as a high priority environmental concern.

Air Quality Bureau

The two engineers working for the AQB have been with the state a number of years and include a senior staff engineer and program supervisor. These positions work in programs which permit and evaluate compliance of industrial sources of air pollution. The permit process also includes the technical review of designs of air pollution control facilities. Loss of these engineers would seriously undermine the entire program resulting in delays in permit processing or inadequate evaluation on source controls. New or enlarged industrial sources could be prevented from initiating operations until properly permitted, possibly resulting in severe economic hardship. Public health, due to inadequate regulatory controls of air pollution, could also be threatened.

9. **Summary of comparison salary and benefits data:**

Information on salaries was provided from the following sources:

1. John McEwen of the Department of Administration
2. Helena Operations Office of the EPA
3. Publications produced by the National Society of Professional Engineers

Department of Administration Survey

DOA's salary survey included respondents from other states and from in-state firms including private consultants and some cities. Information was obtained for Environmental Engineers and Civil Engineers. Often the educational criteria and job responsibilities for environmental engineers and civil engineers are very similar (especially in Montana), therefore data from both surveys was determined to be applicable to this analysis.

Environmental Engineers

The average State of Montana monthly salary for a Grade 15 Environmental Engineer is $2268. The average salary of environmental engineers from the 10 states which responded to DOA's survey is $3223. The ratio of the two is .7037 which means that the State of Montana salaries are about 30% less than the responding states.

Civil Engineers

McEwen's survey encompassed the entire Civil Engineer series and included information from in-state respondents and other states. Note that a Civil Engineer II equates to and Environmental Engineer I in grade level with the other classes showing a similar relationship. The results are as follows:

Civil Engineer	II	IV	V
State of Mt. Avg. Salary	$1659/mo	2303/mo	2749/mo
Instate respondents*	$2622/mo	2988/mo	3725/mo
Other states	$2537/mo	na	3719/mo

*Includes consulting engineers, city government, etc.

By averaging State of Montana salaries for Grade 13,15, & 16 Civil Engineers and dividing by the average salaries for equivalent level positions from in-state respondents, a ratio of .7181 is calculated. This means that State of Montana salaries are about 28% less than in-state consultants and cities within the state. It should be noted that in-state respondents probably represent the most significant type of competition for the state as it allows state employees to change jobs and make significantly more salary without leaving the state and often without any relocation. Out of state respondents for Grade 13 and 15 civil engineers pay approximately 42% more than the state on an average.

Salaries for EPA Environmental Engineers

Comparison of state salaries for environmental engineers to those paid to Federal employees is very appropriate in that essentially all state environmental programs are directly tied to their counterparts in the EPA. Often the state programs are delegated authority from the EPA to implement and enforce federal authorities and, in most cases, federal grants are provided to the state to pay for program administration. Typically state environmental engineers have job responsibilities equivalent to their counterparts in the EPA. The significant disparity between state and federal salaries for engineers working in the same programs in the same community has been an ongoing source of irritation between the two agencies. It is not unusual to see a lower grade engineer in the EPA earning more than a supervisory engineer or bureau chief with the state.

EPA environmental engineers begin at a GS 9 level. Most engineers working in the water or wastewater environmental programs are working at a GS 12 level (based on information

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provided by local EPA personnel) with supervisory engineers working at a GS 13 or 14 level. EPA recognizes the difficulty in attracting and retaining environmental engineers, consequently, their starting pay begins at a higher level.

An approximate comparison of starting (Step 2) salaries for state and federal environmental engineers equated as follows (refer to Attachment B - Federal Pay Matrix):

	GS 9 E. Eng II	GS 12 Eng III	GS13 E.Eng Manager
Montana	$22,471	$24,404	$29,015
EPA	$32,298	$37,817	$44,021
Ratio(%)	69.6%	64.5%	65.9%

NSPE Survey

The National Society of Professional Engineers is an organization which, among other functions, performs exhaustive salary research on the engineering profession. The Board of Directors has adopted Professional Policy 100 in recognition of the value of engineering services and their importance to the health, welfare, and safety of the general public. The policy is as follows:

> It is the policy of NSPE to periodically develop minimum recommended salary levels with an entrance rate based on current statistical data, and succeeding performance-experience levels consistent with sound management policy and a desirable professional engineer career pattern, and to publish and recommend such minimum salary levels for adoption by all who employ engineers. Such a scale of recommended minimum salary levels is needed in order to attract and retain the caliber of highly dedicated and qualified individuals which the engineering profession must have to protect and advance the public welfare in an increasingly complex urbanized, technological society. It is of utmost importance that these salary levels be adjusted and continuously monitored to insure a proper relationship to professions and occupational categories, taking into account the cost of living and educational costs.

The 1990 Recommended Salary Ranges for Professional Engineers establishes a base rate salary at $31,185 (reference Attachments C and D). The base rate is adjusted by a factor of .990 to give the base rate suggested for sanitary (environmental) at $30,875. **The base rate is the annual starting salary for new engineering graduates.** Tables are provided which adjust this salary for different experience and responsibility levels. They classify engineers in a manner similar to the State of Montana when defining Environmental Engineer II, III, & IV responsibilities. Using the recommended income ranges, the suggested salaries for the classes are as follows:

Position	Low Range	High Range	Average	Monthly Average
Eng I/II	$27787	$40,137	$33962	$2830
Eng III	37050	52,487	44768	3730
Eng IV	46312	64837	55575	4631
Eng V	57118	78731	67924	5660
Eng VI	67925	92625	80275	6690

Comparing the DOA monthly average for a State of Montana Grade 15 Environmental Engineer of $2268 to the suggested NSPE monthly average of $3730 for an Engineer III gives a salary ratio of .608. Using the DOA figures for a Grade 16 Civil Engineer and comparing those to the monthly average of $4631 for an Engineer IV provides a ratio of .593.

The NSPE publishes a complete income and salary survey annually. The complete 1987 survey and an abbreviated form of the 1990 survey is attached.

SUMMARY

From the information provided above it is obvious that the salaries offered by the State of Montana for Environmental Engineers are significantly less than what other employers pay within the State of Montana, what the federal government pays for very similar type positions and what the National Society of Professional Engineers suggests. As shown above the ratio of Montana salaries to other salaries varies from .718 to .593.

Taking a conservative approach for purposes of this request, State of Montana salaries are determined to be .700 (70%) of comparable market salaries and the goal of this request would be to bring the state salaries within 10% of market salaries.

For example, assume the market salary for a starting Engineer II is $30,000. The State of Montana current salary level would be equal to .700 x 30,000 or = $21,000. The

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goal of this request would be to bring state salaries within 90% of market salary levels which equates to $30,000 - (0.10 x 30,000) which comes to $27,000. The difference between the current salary of $21,000 and the desired goal of $27,000 is $6,000 which represents a 28.6% increase ($6000/$21,000) over current salary levels.

After discussion with the Bureau Chiefs in the Environmental Sciences Division, it was decided that a 15% increase over current salaries would be sought, effective upon approval, followed by an additional 10% increase to occur one year after the initial increase.

Attachment A

SCIENCE

26 JANUARY 1990
VOLUME 247
NUMBER 4941

Information for contributors appears on page XI of the 22 December 1989 issue. Editorial correspondence, editorial

Engineering's Silent Crisis

Signs of trouble in American engineering are getting little more than a shrug from government and industry, even though both have much to lose. A serious shortage of engineers is a distinct possibility by the year 2000, caused by falling numbers of engineering graduates (down by 9350, or 12%, since 1986) and the retirement of the large cohort of engineers who entered the profession after World War II.

To the shortage add a sense of shortcomings: *Made in America*,* a recent report on industrial productivity from the Massachusetts Institute of Technology, indicts engineering as a factor in the nation's lagging competitiveness and declares flatly that the education of engineers "must be transformed." The report recommends increased emphasis on real-world projects by teams of students, a highly effective approach but an expensive one.

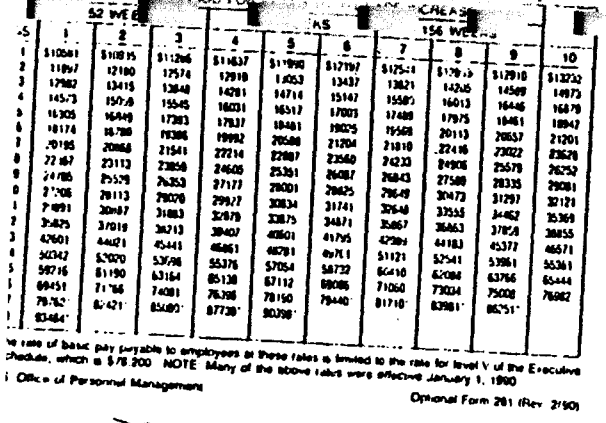
Engineering schools have a clear responsibility to confront these problems head on, but they need help. One reason is that the deficiencies of engineering education pale in significance before the prospect of millions of youngsters entering the work force without basic language and math skills. Another is the general assumption that engineers from other countries can be drawn to the United States or that engineering projects can be exported. America's engineering schools have been depending increasingly on foreign manpower, but heavy reliance on citizens of other nations to meet our country's engineering needs is problematic. Many engineering positions in government agencies or defense-related industries, for example, require American citizens. Department of Energy Secretary James Watkins recently acknowledged that his department has "serious problems finding qualified people." So far, that help has been elusive. NASA and other agencies have expressed similar concerns.

None of this is to suggest that American engineering should close its door to foreign nationals; on the contrary, the education of engineers in all advanced countries will more and more include a period of study abroad. But seeking exposure to foreign cultures is a far cry from dependence born of failure to educate our own engineers. Engineering education is demanding and costly, and new investments in technology and curricular reform will strain engineering school finances to the limit. Industry and government—today concentrating on the precollege part of the educational process—should help at the university level in three ways.

First, they should provide additional engineering scholarships for low-income students. During the 1970s, industry funding resulted in a surge of such scholarships, but the numbers have since dwindled. Studies show that engineering students, on average, come from families of lower socioeconomic status than those of students aspiring to other professions. This means that scholarships are particularly important in engineering and will be more so in the coming decades. Second, industry should work with engineering schools to expand cooperative education and summer employment programs. Beyond the financial help and learning experience these programs provide, they give a tremendous psychological boost, especially to minority students who have just struggled through their freshman year and badly need the reinforcement that comes from early contact with real-world engineering. Yet, industry has been reluctant to involve freshmen and sophomores in such programs.

Third, federal agencies, heavily dependent on American citizens, should institute the equivalent of ROTC—a Reserve Engineering Training Corps (RETC)—in which competitively selected high school students would be awarded scholarship support through the B.S. in engineering, after which they would serve for 5 years with the sponsoring agency. RETC could help pay for itself through its impact on recruitment costs and federal engineering salary scales. Its primary purposes, though, would be to ensure our government services a fresh supply of engineering talent while providing young people with both the incentive and means to pursue an engineering education.

Can we continue to assume that foreign nationals will meet our engineering needs, while American youth moves to the sidelines? The risks involved in a shortage merit more



Optional Form 281 (Rev. 2/90)

Attachment

Federal Salary Schedule

If an employee has an over-all background / education they are hired at a higher rate.

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GS-800 Professional Engineers - Worldwide - Table 414 - Shortage Category 27

(Table covers series: 801, 803, 804, 806, 807, 808, 810, 819, 830, 840
858, 861, 871, 890, 892, 894, 896

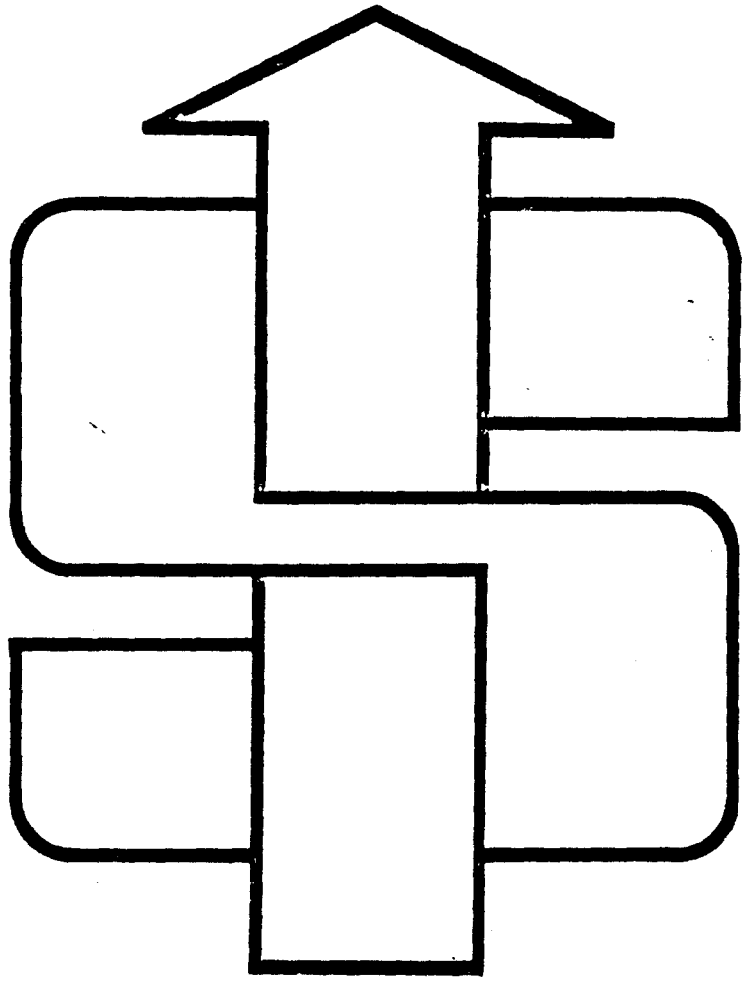
Effective Date: 01-14-90

Step	1	2	3	4	5	6	7	8	9	10	WIGI Increase
GS-5	21,201	21,745	22,289	22,833	23,377	23,921	24,465	25,009	25,553	26,097	544
GS-7	26,252	26,925	27,598	28,271	28,944	29,617	30,290	30,969	31,636	32,309	673
GS-9	31,490	32,298	33,106	33,914	34,722	35,530	36,338	37,146	37,954	38,762	808
GS-11	33,846	34,823	35,800	36,777	37,754	38,731	39,708	40,685	41,662	42,639	977
GS-12	36,645	37,817	38,989	40,161	41,333	42,505	43,677	44,849	46,021	47,193	1172

Attachment C

PROFESSIONAL ENGINEER

INCOME AND SALARY SURVEY 1987



National Society of Professional Engineers
1420 King Street, Alexandria, Virginia 22314

Prepared by
Abbott, Langer & Associates
548 First Street, Crete, IL 60417

Prices: NSPE Members $35.00 Per Copy
Nonmembers $75.00 Per Copy

NSPE Publication No. 0004 June 1987 3500 HBP

Attachment D

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1990

Recommended Salary Ranges for Professional Engineers

NATIONAL SOCIETY OF PROFESSIONAL ENGINEERS

1420 King Street, Alexandria, VA 22314

Endorsed by

AMERICAN ASSOCIATION OF COST ENGINEERS

308 Monongahela Bldg., Morgantown, W.Va 26505

Professional Policy 100—Professional Engineer Income

It is the policy of NSPE to periodically develop minimum recommended salary levels with an entrance rate based on current statistical data, and succeeding performance-experience levels consistent with sound management policy and a desirable professional career pattern, and to publish and recommend such minimum salary levels for adoption by all who employ engineers. Such a scale of recommended minimum salary levels is needed in order to attract and retain the caliber of highly dedicated and qualified individuals which the engineering profession must have to protect and advance the public welfare in an increasingly complex urbanized, technological society. It is of utmost importance that these salary levels be adjusted and continuously monitored to insure a proper relationship to other professions and occupational categories, taking into account the cost of living and educational costs.

The Board of Directors of the National Society of Professional Engineers adopted Professional Policy 100 in recognition of the value of engineering services and their importance to the health, welfare, and safety of the general public.

Salary Ranges

The Salary Ranges recommended herein, expressed in terms of percentages of a Salary Base Rate, reflect this intent. The Salary Base Rate represents a national average annual starting salary for new engineering graduates. While the starting salary reflects the current "going rate" for new engineering graduates, succeeding Salary Ranges are intended to provide a more appropriate career pattern, in keeping with the policy statement above, than is reflected in current surveys of engineering income. Retrospective comparisons between these Salary Ranges and actual salaries reported in NSPE member surveys show that while the Salary Ranges do exceed actual salaries, the spread of the middle 80% of Society members does significantly overlap the Recommended Salary Ranges. This relationship is monitored by the NSPE Professional Employment Committee which recommends changes when appropriate. A new Salary Base Rate is developed each year based on latest available statistics.

While eight ranges of positions have been used to simplify comparison with widely distributed statistical data of the U.S. Department of Labor, other subdivision may be necessary for direct comparison with pay schedules of individual employers.

Salary Ranges I/II through VIII cover the level of duties and responsibilities within which the majority of engineers will spend their careers. They are intended to encompass the broad range of both the strictly technical and the combination of technical and managerial functions which characterize most of the profession. Salary Range IX includes those top management functions related to engineering operations which may typically be filled by engineers, but the duties and requirements of which are so varied and individualized as to make precise classification difficult. Thus, no salary range is provided for this level. Such positions are found in engineering-oriented organizations of all types and sizes, and income quite properly varies accordingly. An Engineer IX position in a smaller organization, for example, might carry with it an income package equivalent to Engineer VIII or even Engineer VI. In a large, complex organization, compensation may equal several times this amount.

LETTER A

J. Pizzini
L. Opitz

UNITED STATES ENVIRONMENTAL PROTECTION AGENCY
REGION VIII, MONTANA OFFICE
FEDERAL BUILDING, 301 S. PARK, DRAWER 10096
HELENA, MONTANA 59626-0096

Ref: 8MO

August 7, 1990

Steve Pilcher, Director
Water Quality Bureau
Environmental Sciences Division
Department of Health and Environmental Sciences
Cogswell Building
Helena, Montana 59620

Dear Steve:

I want to express EPA's concern with the high turnover rate and continual vacancies which you carry in the Construction Grants Program.

Over the last several years the number of active construction grants projects has increased substantially while available staff has diminished. The need to hire and retain experienced engineers and environmental scientists is critical to the success of these projects. Although the current staff is making a valiant effort to stay on top of the workload, you are behind schedule on obligations, outlays, initiations of operations, physical completions -- every program measure which we track. At the same time you have fallen far behind schedule in completing your application for the State Revolving Loan Fund -- possibly jeopardizing millions of dollars in federal funds which must be obligated in the next two months.

I encourage you to take the steps necessary to fill all existing vacancies expeditiously and with qualified, experienced personnel. If there is anything which I can do to assist you, please contact me or my staff immediately.

Sincerely,

John Wardell, Director
Montana Office

cc: Max H. Dodson

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PAY PLAN EXCEPTION

A. GENERAL INFORMATION

1. **Requesting Agency:** Department of Health and Environmental Sciences (DHES)

2. **Requesting Division:** Environmental Sciences Division
Bureaus: Water Quality Bureau (WQB), Solid and Hazardous Waste Bureau (SHWB), Occupational Health Bureau (OHB) and the Air Quality Bureau (AQB)

3. **Agency Contact Person:** William J. Opitz, Acting Director

B. EXCEPTION REQUESTED

1. **Positions for which blanket exception is requested:**

Environmental Specialists I-IV
Environmental Program Supervisor
Environmental Program Managers I and II
Industrial Hygienist

2. **Other agencies which have employees in the class or series:** Department of Natural Resources and Conservation, Department of Agriculture and Department of State Lands

3. **Requested grade and step of affected positions:**

This request is similar to that submitted for Environmental Engineers, namely an increase in salaries by 15% immediately and then an additional 10% after a period of one year. These two increases would result in an overall salary increase of 26.5%. This would bring Montana salaries to within 10% of average or market salaries paid to scientists by other states, the federal government, and the private sector. All positions would receive the same percentage increase.

4. **Incumbents in the positions that require adjustment:**

Incumbents include 6 Environmental Specialists I, 6 Environmental Specialists II, 26 Environmental Specialists III, 25 Environmental Specialists IV, 5 Environmental Program Supervisors, 4 Environmental Program Managers I, 4 Environmental Program Managers II and 1 Industrial Hygienist.

5. Current grade and step of each agency employee in these positions:

ENVIRONMENTAL SCIENCES DIVISION

POSITION REGISTER FY 1991 FILE NAME: ENVSPEC.WK1

POSN	TITLE	FTE	GRADE	STEP	LG
10357	ENV SPEC I	0.25	12	2	
505	ENV SPEC I	1.00	12	2	
552	ENV SPEC I	0.50	12	2	
549	ENV SPEC I	1.00	12	2	
321	ENV SPEC I	1.00	12	2	
336	ENV SPEC I	1.00	12	2	
314	ENV SPEC II	1.00	13	3	2
322	ENV SPEC II	1.00	13	7	1
10476	ENV SPEC II	1.00	13	2	
504	ENV SPEC II	1.00	13	3	1
316	ENV SPEC II	1.00	13	8	2
10354	ENV SPEC II	0.25	13	2	
429	ENV SPEC III	1.00	14	2	
512	ENV SPEC III	1.00	14	13	3
428	ENV SPEC III	1.00	14	2	
554	ENV SPEC III	1.00	14	2	
413	ENV SPEC III	1.00	14	2	
440	ENV SPEC III	1.00	14	3	1
414	ENV SPEC III	1.00	14	5	
462	ENV SPEC III	1.00	14	2	
431	ENV SPEC III	1.00	14	2	
406	ENV SPEC III	1.00	14	2	
525	ENV SPEC III	1.00	14	2	
311	ENV SPEC III	1.00	14	6	1
403	ENV SPEC III	0.50	14	2	
466	ENV SPEC III	1.00	14	2	
10358	ENV SPEC III	0.25	14	2	
10477	ENV SPEC III	1.00	14	2	
10474	ENV SPEC III	1.00	14	2	
10475	ENV SPEC III	1.00	14	2	
430	ENV SPEC III	1.00	14	2	1
451	ENV SPEC III	1.00	15	2	
418	ENV SPEC III	1.00	14	5	
452	ENV SPEC III	1.00	15	1	
403	ENV SPEC III	0.50	14	1	
10473	ENV SPEC III	1.00	14	1	
420	ENV SPEC III	1.00	14	1	
450	ENV SPEC III	1.00	15	1	
412	ENV SPEC IV	1.00	15	1	
409	ENV SPEC IV	1.00	15	12	3
10359	ENV SPEC IV	0.00	15	1	
310	ENV SPEC IV	1.00	15	12	3
544	ENV SPEC IV	1.00	15	1	
426	ENV SPEC IV	1.00	15	2	
312	ENV SPEC IV	1.00	15	2	1

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518	ENV SPEC IV	1.00	15	8	2
535	ENV SPEC IV	1.00	15	2	
309	ENV SPEC IV	1.00	15	7	1
10351	ENV SPEC IV	1.00	15	2	
10360	ENV SPEC IV	0.00	15	2	
522	ENV SPEC IV	1.00	15	2	
10353	ENV SPEC IV	1.00	15	12	3
10564	ENV SPEC IV	0.25	15	2	
423	ENV SPEC IV	1.00	15	2	
10565	ENV SPEC IV	0.25	15	2	
536	ENV SPEC IV	1.00	15	9	2
335	ENV SPEC IV	1.00	16	2	
411	ENV SPEC IV	1.00	14	2	
503	ENV SPEC IV	1.00	15	8	1
449	ENV SPEC IV	1.00	15	2	
10361	ENV SPEC IV	0.00	15	2	
00467	ENV SPEC IV	1.00	15	2	
546	ENV SPEC IV	1.00	15	6	1
325	INDUST HYGEN	1.00	15	13	4
10471	ENV PGM MGR I	1.00	16	2	
416	ENV PGM MGR II	1.00	16	10	1
407	ENV PGM MGR II	1.00	17	12	3
456	ENV PGM SUPR	1.00	15	2	
448	ENV PGM SUPR	1.00	15	2	
551	ENV PGM SUPR	1.00	16	8	1
306	ENV PGM SUPR	1.00	16	11	2
455	ENV PGM SUPR I	1.00	15	2	
542	ENV PGM MGR I	1.00	16	12	3
543	ENV PGM MGR I	1.00	16	11	2
433	ENV PGM MGR I	1.00	15	10	1
408	ENV PGM MGR II	1.00	17	12	3
502	ENV PGM MGR II	1.00	17	11	3
307	ENV PGM SUPR	1.00	16	10	3

*ALL FIGURES REPRESENT BUDGETED GRADES/STEPS AND MAY NOT REFLECT WHAT THE POSITION IS CURRENTLY BEING PAID

6. **Rationale for the specific step and grade adjustment requested:**

After consultation with John McEwen of the DOA, it was suggested that grade adjustment vs. step adjustment need not be addressed given the step freeze of the current pay plan and the large-scale overhaul of the pay plan that is anticipated. The salary surveys conducted as a part of this request indicate that pay inequities exist for all environmental specialist levels, with greater disparity at the senior scientist or journey level (Environmental Specialist IV) than at the entry level (Environmental Specialist I). Environmental program supervisors and managers are included as part of this request because they are an integral part of the environmental specialist series.

7. **Grade adjustment vs. step adjustment:**

(Not applicable -- see #6 above).

C. **JUSTIFICATION**

There is a serious shortfall between salaries paid by the State of Montana to specialists and salaries paid to equivalent positions by the federal government, the private sector, and other states in the region (see #8 below). This has resulted in a high turnover rate and difficulty in recruiting people to fill certain positions, in loss of experienced and highly trained senior scientists, and in a significant reduction in morale among those scientists who remain with the state.

The problem is most serious with positions that require education and training in hydrology and hydrogeology (#503, #522), and positions that perform functions that are performed by engineers in other organizations (#309, 310, 311 & 518). Entry level positions also see a high turnover rate as these individuals seek higher level positions vacated within the department.

On paper, turnover and recruitment may not appear as serious as it really is for a number of reasons. There are several environmental specialists who have been with the state for 10 years or more and are reluctant to leave because they have a significant investment in their individual retirement programs. Some environmental specialists in the division are dedicated to environmental protection, especially in Montana, and may find that they are most effective in achieving environmental protection goals as employees of the state. Others like the job stability that state employment offers. Still others are encouraged by talk of revamping the state pay plan and are delaying career moves until after the issue is addressed by the next legislature.

Some programs are experiencing obvious and serious recruitment and retention problems. Environmental specialists with hazardous materials experience (corrective action and regulatory) are in demand region-wide in government agencies and the private sector. Other states, the Environmental Protection Agency (EPA) and consulting firms pay substantially more and are attracting the bureaus' trained people. Positions available in the department requiring hazardous materials

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experience are not easily filled and programs are experiencing a 30% (plus) turnover rate annually. Other programs have abandoned any hopes of filling needed upper level positions and are hiring at entry level with the hope of training people into needed work assignments. While it generally aids in recruiting to require little or no work experience for a position, the program loses valuable time while training the individuals, often to then see them leave once they become experienced and of value to the private sector. Program continuity is very difficult to maintain with the frequent turnover of staff.

The recent loss of experienced senior scientists in key positions has significantly increased the workload of supervisors and the remaining environmental specialists. Increased workload and the low morale due to the significant discrepancy in pay have increased the level of stress among environmental specialists.

The majority of affected positions are in programs supported largely by federal funds with delegated authority to enforce federal environmental laws. Failure to properly fulfill the responsibilities of these programs may result in a loss of federal funds and return of delegated authorities to the EPA. Aside from the economic loss of these federal dollars, the state would be sacrificing local control, a sensitivity to Montana's unique needs and the ability to be responsive to the citizens of the state. The Governor's Office has indicated it is committed to maintaining state primacy in environmental programs.

1. **Projected agency costs for the exceptions.**

The 15% pay increase is estimated to cost the agency $304,994. The additional 10% increase will result in an agency cost of $233,840.

Tables I, II and III, as follows, indicate the financial impact of the proposed blanket salary increase for the affected positions. Table I indicates existing salary structure. Table II shows salaries with a 15% increase. Table III shows the salaries after an additional 10% increase (scheduled to occur after one year).

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ENVIRONMENTAL SCIENCES DIVISION
TABLE I

POSITION REGISTER FY 1991 FILE NAME: ENVSPEC

POSN TITLE	FTE	GRADE	STEP	LG	SALARY	BENEFITS	INS	LONGEVITY	TOTAL
1?251 ENV SPEC I	0.25	12	2		4,808	709	390	0	5,907
505 ENV SPEC I	1.00	12	2		19,234	2,837	1,560	0	23,631
55? ENV SPEC I	1.50	13	[illegible]		10,339	1,571	780	[illegible]	12,686
319 ENV SPEC I	1.00	12	[illegible]		19,230	1,837	1,560	[illegible]	23,631
3?1 ENV SPEC I	1.00	12	[illegible]		21,693	3,347	1,560	116	26,666
335 ENV SPEC I	1.00	12	2		19,234	2,837	1,560	0	23,631
214 ENV SPEC II	1.00	13	8	2	23,319	3,502	1,560	424	28,?91
322 ENV SPEC II	1.00	13	7	1	22,349	3,401	1,560	??3	27,310
1?476 ENV SPEC II	1.00	13	2		20,669	3,049	1,560	0	25,278
531 ENV SPEC II	1.00	13	3	1	21,087	3,137	1,560	133	25,734
216 ENV SPEC II	1.00	13	3	1	21,088	3,233	1,560	114	25,991
10354 ENV SPEC II	0.25	13	2		5,167	752	390	0	6,319
419 ENV SPEC III	1.00	14	3	1	22,926	3,515	1,560	199	28,001
51? ENV SPEC III	1.00	14	13	1	28,827	4,362	1,550	749	34,749
40? ENV SPEC III	1.00	14	5	1	23,895	3,664	1,560	390	29,119
554 ENV SPEC III	1.00	14	2		22,470	3,314	1,560	0	27,344
41? ENV SPEC III	1.00	14	2		22,470	3,314	1,560	0	27,344
410 ENV SPEC III	1.00	14	3	1	22,926	3,411	1,560	100	27,997
414 ENV SPEC III	1.00	14	3		22,926	3,485	1,560	0	27,971
462 ENV SPEC III	1.00	15	2		24,404	3,709	1,560	0	29,673
431 ENV SPEC III	1.00	14	2		22,470	3,314	1,560	0	27,344
406 ENV SPEC III	1.00	14	2		22,470	3,314	1,560	0	27,344
525 ENV SPEC III	1.00	14	2		22,470	3,314	1,560	0	27,344
311 ENV SPEC III	1.00	14	5	1	24,400	3,631	1,560	314	29,591
40? ENV SPEC III	0.50	14	2		11,235	1,657	780	0	13,672
156 ENV SPEC III	1.00	15	2		24,404	3,709	1,560	0	29,673
10359 ENV SPEC III	0.25	14	2		5,318	829	390	0	6,537
10177 ENV SPEC III	1.00	14	2		22,470	3,314	1,560	0	27,344
10474 ENV SPEC III	1.00	14	2		22,470	3,314	1,560	0	27,344
10475 ENV SPEC III	1.00	14	2		22,470	3,314	1,560	0	27,344
430 ENV SPEC III	1.00	14	12	1	27,662	4,241	1,560	0	33,463
15? ENV SPEC III	1.00	15	2		24,404	3,709	1,560	0	29,673

418	ENV SPEC III	1.00	14	5		23,895	3,632	1,560	0	29,087
452	ENV SPEC III	1.00	15	2		24,404	3,709	1,560	0	29,673
403	ENV SPEC III	0.50	14	2		11,235	1,657	780	0	13,672
10473	ENV SPEC III	1.00	14	2		22,470	3,314	1,560	0	27,344
420	ENV SPEC III	1.00	14	2		22,470	3,314	1,560	0	27,344
450	ENV SPEC III	1.00	15	2		24,404	3,709	1,560	0	29,673
412	ENV SPEC IV	1.00	15	5		25,966	3,950	1,560	0	31,476
439	ENV SPEC IV	1.00	15	12	3	30,064	4,554	1,560	811	36,179
10359	ENV SPEC IV	0.00	15	2		0	0	0	0	0
313	ENV SPEC IV	1.00	15	12	3	30,064	4,554	1,560	811	36,179
544	ENV SPEC IV	1.00	15	2		24,405	3,600	1,560	0	29,565
426	ENV SPEC IV	1.00	15	2		24,405	3,600	1,560	0	29,565
312	ENV SPEC IV	1.00	15	2	1	24,405	3,622	1,560	220	29,807
518	ENV SPEC IV	1.00	15	9	2	27,664	4,154	1,560	499	33,878
535	ENV SPEC IV	1.00	15	2		24,405	3,600	1,560	0	29,565
309	ENV SPEC IV	1.00	15	7	1	27,094	4,033	1,560	245	32,932
10351	ENV SPEC IV	1.00	15	2		24,405	3,600	1,560	0	29,565
363	ENV SPEC IV	0.00	15	2		0	0	0	0	0
522	ENV SPEC IV	1.00	15	2		24,405	3,600	1,560	0	29,565
10353	ENV SPEC IV	1.00	15	12	3	30,064	4,554	1,560	811	36,179
10564	ENV SPEC IV	0.25	15	2		3,101	900	390	0	4,391
423	ENV SPEC IV	1.00	15	2		24,405	3,600	1,560	0	29,565
10565	ENV SPEC IV	0.25	15	2		6,101	900	390	0	7,391
536	ENV SPEC IV	1.00	15	9	2	28,246	4,241	1,560	503	34,047
335	ENV SPEC IV	1.00	15	2		26,618	4,046	1,560	0	32,224
411	ENV SPEC IV	1.00	14	2		22,471	3,416	1,560	0	27,447
502	ENV SPEC IV	1.00	15	8	1	27,665	4,243	1,560	250	33,468
443	ENV SPEC IV	1.00	15	2		24,405	3,600	1,560	0	29,565
10361	ENV SPEC IV	0.00	15	2		0	0	0	0	0
10467	ENV SPEC IV	1.00	15	2		24,405	3,600	1,560	0	29,565
546	ENV SPEC IV	1.00	15	6	1	26,535	3,949	1,560	239	32,284
325	INDUST HTG	1.00	15	13	4	31,325	4,786	1,560	1,133	37,671
10471	ENV PGM MGR I	1.00	16	2		26,618	3,926	1,560	0	32,104
416	ENV PGM MGR II	1.00	16	10	1	35,684	4,821	1,560	281	42,065
407	ENV PGM MGR II	1.00	17	12	3	31,437	5,406	1,560	967	38,403
456	ENV PGM SUPR	1.00	15	2		24,404	3,600	1,560	0	29,564
448	ENV PGM SUPR	1.00	15	2		24,404	3,600	1,560	0	29,564
551	ENV PGM SUPR	1.00	16	8	1	30,160	4,448	1,560	275	36,183
546	ENV PGM SUPR	1.00	16	11	2	32,094	4,819	1,560	974	39,493

455	ENV PGM SUPR	1.00	15	2		24,404	3,600	1,560	0	29,564
542	ENV PGM MGR I	1.00	16	12	3	32,094	4,962	1,560	874	38,616
543	ENV PGM MGR I	1.00	16	11	2	32,094	4,819	1,560	574	39,473
433	ENV PGM MGR I	1.00	15	10	1	28,840	4,423	1,560	260	34,823
493	ENV PGM MGR II	1.00	17	12	3	35,594	5,405	1,560	967	43,550
502	ENV PGM MGR II	1.00	17	11	3	34,959	5,296	1,560	948	42,815
337	ENV PGM SUPR	1.00	16	10	3	31,437	4,761	1,560	313	38,758
						1,767,629	265,590	109,81[illegible]	[illegible]	2,193,039

*ALL SALARY FIGURES REPRESENT BUDGETED DOLLAR AMOUNTS FOR EACH POSITION AND MAY NOT REFLECT WHAT THE POSITION IS CURRENTLY PAID

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ENVIRONMENTAL SCIENCES DIVISION
TABLE II
15%

POSN	TITLE	FTE	GRADE	STEP	LI	SALARY	BENEFITS	INC	LONGEVITY	TOTAL
10357	ENV SPEC I	0.25	12	2		5,529	915	330	0	6,774
505	ENV SPEC I	1.00	12	2		22,119	3,263	1,560	0	26,942
552	ENV SPEC I	0.50	13	2		11,885	1,907	780	0	14,572
549	ENV SPEC I	1.00	12	2		22,119	3,263	1,560	0	26,942
311	ENV SPEC I	1.00	12	3	1	24,947	3,849	1,560	15	30,371
328	ENV SPEC I	1.00	12	2		22,119	3,263	1,560	0	26,942
314	ENV SPEC II	1.00	13	8	2	26,817	4,037	1,560	424	32,838
302	ENV SPEC II	1.00	13	7	1	26,276	3,911	1,560	276	32,023
10476	ENV SPEC II	1.00	13	2		23,769	3,506	1,560	0	28,835
504	ENV SPEC II	1.00	13	3	1	24,250	3,608	1,560	183	29,601
315	ENV SPEC II	1.00	13	3	1	24,251	3,718	1,560	194	29,723
10354	ENV SPEC II	0.25	13	2		5,942	876	390	0	7,209
429	ENV SPEC III	1.00	14	3	1	26,365	4,042	1,560	139	31,967
511	ENV SPEC III	1.00	14	13	3	33,151	5,016	1,560	749	39,727
403	ENV SPEC III	1.00	14	5	1	27,479	4,214	1,560	280	33,533
534	ENV SPEC III	1.00	14	2		25,841	3,811	1,560	0	31,212
413	ENV SPEC III	1.00	14	2		25,841	3,811	1,560	0	31,212
440	ENV SPEC III	1.00	14	3	1	26,365	3,923	1,560	210	31,998
414	ENV SPEC III	1.00	14	3		26,365	4,008	1,560	0	31,933
462	ENV SPEC III	1.00	15	2		28,065	4,265	1,560	0	33,890
431	ENV SPEC III	1.00	14	2		25,841	3,811	1,560	0	31,212
406	ENV SPEC III	1.00	14	2		25,841	3,811	1,560	0	31,212
525	ENV SPEC III	1.00	14	2		25,841	3,811	1,560	0	31,212
211	ENV SPEC III	1.00	14	6	1	28,060	4,176	1,560	214	33,796
403	ENV SPEC III	0.50	14	2		12,920	1,906	780	0	15,606
466	ENV SPEC III	1.00	15	2		28,065	4,265	1,560	0	33,890
10359	ENV SPEC III	0.25	14	2		6,116	953	390	0	7,459
10477	ENV SPEC III	1.00	14	2		25,841	3,811	1,560	0	31,212
10474	ENV SPEC III	1.00	14	2		25,841	3,811	1,560	0	31,212
10475	ENV SPEC III	1.00	14	2		25,841	3,811	1,560	0	31,212
433	ENV SPEC III	1.00	14	12	1	31,811	4,877	1,560	0	38,248
471	ENV SPEC III	1.00	15	2		28,065	4,265	1,560	0	33,890

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418 ENV SPEC III	1.00	14	5		27,479	4,177	1,560	0	33,216
452 ENV SPEC III	1.00	15	2		28,065	4,265	1,560	0	33,890
403 ENV SPEC III	0.50	14	2		12,920	1,906	780	0	15,606
10472 ENV SPEC III	1.00	14	2		25,841	3,811	1,560	0	31,212
420 ENV SPEC III	1.00	14	2		25,841	3,811	1,560	0	31,212
450 ENV SPEC III	1.00	15	2		28,065	4,265	1,560	0	33,890
412 ENV SPEC IV	1.00	15	5		29,884	4,543	1,560	0	35,987
409 ENV SPEC IV	1.00	15	12	3	34,574	5,237	1,560	611	41,371
359 ENV SPEC IV	0.00	15	2		0	0	0	0	0
310 ENV SPEC IV	1.00	15	12	3	34,574	5,237	1,560	611	41,371
544 ENV SPEC IV	1.00	15	2		28,066	4,140	1,560	0	33,766
426 ENV SPEC IV	1.00	15	2		28,066	4,140	1,560		33,766
311 ENV SPEC IV	1.00	15	2	1	28,066	4,177	1,560	226	33,8[illegible]
518 ENV SPEC IV	1.00	15	8	2	31,814	4,777	1,560	459	38,151
535 ENV SPEC IV	1.00	15	2		28,066	4,140	1,560	0	33,766
509 ENV SPEC IV	1.00	15	7	1	31,158	4,638	1,560	345	37,856
10351 ENV SPEC IV	1.00	15	2		28,066	4,140	1,560	0	33,766
10260 ENV SPEC IV	0.00	15	2		0	0	0	0	0
522 ENV SPEC IV	1.00	15	2		28,066	4,140	1,560	0	33,766
10253 ENV SPEC IV	1.00	15	12	3	34,574	5,237	1,560	611	41,371
10551 ENV SPEC IV	0.25	15	2		3,566	1,035	390	0	4,991
422 ENV SPEC IV	1.00	15	2		28,065	4,140	1,560	0	33,766
10555 ENV SPEC IV	0.25	15	2		7,016	1,035	390	0	8,441
536 ENV SPEC IV	1.00	15	9	2	32,483	4,877	1,560	518	38,5[illegible]
335 ENV SPEC IV	1.00	16	2		30,611	4,653	1,560	0	36,824
411 ENV SPEC IV	1.00	14	2		25,842	3,928	1,560	0	31,330
503 ENV SPEC IV	1.00	15	3	1	31,315	4,873	1,560	250	38,254
449 ENV SPEC IV	1.00	15	2		28,066	4,140	1,560	0	33,766
10351 ENV SPEC IV	0.00	15	2		0	0	0	0	0
10467 ENV SPEC IV	1.00	15	2		28,066	4,140	1,560	0	33,766
516 ENV SPEC IV	1.00	15	5	1	30,515	4,541	1,560	239	36,515
225 INDUST HYG	1.00	15	13	4	36,024	5,504	1,560	1,123	43,088
10471 ENV PGM MGR I	1.00	16	2		30,611	4,515	1,560	0	36,696
416 ENV PGM MGR II	1.00	16	10	1	41,037	5,544	1,560	281	48,191
107 ENV PGM MGR II	1.00	17	12	3	36,153	5,217	1,560	361	43,330
456 ENV PGM SUPR	1.00	15	2		28,065	4,140	1,560	0	33,765
413 ENV PGM SUPR	1.00	15	2		28,065	4,140	1,560	0	33,765
551 ENV PGM SUPR	1.00	16	8	1	34,684	5,115	1,560	[illegible]	41,35[illegible]
[illegible] ENV PGM SUPR	1.00	16	11	2	36,308	5,542	1,560	[illegible]	44,[illegible]

455 ENV PGM SUPR	1.00	15	2		28,065	4,140	1,560	0	33,765
542 ENV PGM MGR I	1.00	16	12	3	35,908	5,706	1,560	874	44,174
543 ENV PGM MGP I	1.00	16	11	2	36,908	5,542	1,560	574	44,010
133 ENV PGM MGR I	1.00	15	10	[illegible]	33,166	5,066	1,560	[illegible]	39,31[illegible]
905 ENV PGM MGP II	1.00	17	1[illegible]	[illegible]	41,037	6,217	1,560	[illegible]	48,8[illegible]
502 ENV PGM MGR II	1.00	17	11	3	40,203	6,393	1,560	[illegible]	47,333
[illegible] ENV PGM SUPR	1.00	15	10	[illegible]	36,153	5,475	1,560	[illegible]	43,[illegible]
					2,032,796	305,425	[illegible]	[illegible]	2,44[illegible]

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ENVIRONMENTAL SCIENCES DIVISION
TABLE III
15% PLUS 10%

POSN TITLE	FTE	GRADE	STEP	LG	SALARIES	BENEFITS	INS	LONGEVITY	TOTAL
10357 ENV SPEC I	0.25	12	2		5,082	397	390	0	7,369
505 ENV SPEC I	1.00	12	2		24,331	3,589	1,560	0	29,480
552 ENV SPEC I	0.50	13	2		13,074	1,938	780	0	15,792
555 ENV SPEC I	1.00	12	2		24,331	3,589	1,560	0	29,480
321 ENV SPEC I	1.00	12	8	1	27,442	4,234	1,560	326	33,235
336 ENV SPEC I	1.00	12	2		24,331	3,589	1,560	0	29,480
314 ENV SPEC II	1.00	13	8	2	29,439	4,433	1,560	424	[illegible]
322 ENV SPEC II	1.00	13	7	1	28,904	4,302	1,560	5	34,766
10475 ENV SPEC II	1.00	13	2		26,146	3,857	1,560		31,553
504 ENV SPEC II	1.00	13	3	1	26,675	3,969	1,560	163	32,[illegible]
315 ENV SPEC II	1.00	13	3	1	26,576	4,090	1,560	134	32,325
10354 ENV SPEC II	0.25	13	2		6,536	964	390	0	7,890
429 ENV SPEC III	1.00	14	3	1	29,002	4,446	1,560	139	35,033
512 ENV SPEC III	1.00	14	13	3	36,466	5,518	1,560	749	43,544
423 ENV SPEC III	1.00	14	5	1	30,227	4,635	1,560	290	36,422
554 ENV SPEC III	1.00	14	2		28,425	4,192	1,560	0	34,177
413 ENV SPEC III	1.00	14	2		28,425	4,192	1,560	0	34,177
440 ENV SPEC III	1.00	14	3	1	29,002	4,315	1,560	200	34,677
414 ENV SPEC III	1.00	14	3		29,002	4,409	1,560	0	34,971
462 ENV SPEC III	1.00	15	2		30,872	4,692	1,560	0	37,124
431 ENV SPEC III	1.00	14	2		28,425	4,192	1,560	0	34,177
406 ENV SPEC III	1.00	14	2		28,425	4,192	1,560	0	34,177
525 ENV SPEC III	1.00	14	2		28,425	4,192	1,560	0	34,177
331 ENV SPEC III	1.00	14	6	1	30,866	4,594	1,560	224	37,020
403 ENV SPEC III	0.50	14	2		14,212	2,097	730	0	17,039
466 ENV SPEC III	1.00	15	2		30,872	4,692	1,560	0	37,124
10353 ENV SPEC III	0.25	14	2		5,728	1,048	390	0	8,166
10477 ENV SPEC III	1.00	14	2		28,425	4,192	1,560	0	34,177
10474 ENV SPEC III	1.00	14	2		28,425	4,192	1,560	0	34,177
10475 ENV SPEC III	1.00	14	2		28,425	4,192	1,560	0	34,177
433 ENV SPEC III	1.00	14	12	1	34,992	5,365	1,560	0	41,917
551 ENV SPEC III	1.00	15	2		30,872	4,692	1,560		37,124

418	ENV SPEC III	1.00	14	5		30,227	4,595	1,560	0	36,382
452	ENV SPEC III	1.00	15	2		30,872	4,692	1,560	0	37,124
403	ENV SPEC III	0.50	14	2		14,212	2,097	780	0	17,089
10403	ENV SPEC III	1.00	14	2		28,425	4,192	1,560	0	34,177
429	ENV SPEC III	1.00	14	2		28,425	4,192	1,560	0	34,177
452	ENV SPEC III	1.00	15	2		30,872	4,692	1,560	0	37,124
412	ENV SPEC IV	1.00	15	5		32,872	4,997	1,560	0	39,429
409	ENV SPEC IV	1.00	15	12		39,031	5,761	1,560	911	47,262
10359	ENV SPEC IV	0.00	15	2		0	0	0	0	0
510	ENV SPEC IV	1.00	15	12	2	39,031	5,761	1,560	911	47,262
514	ENV SPEC IV	1.00	15	2		33,373	4,554	1,560	0	39,487
426	ENV SPEC IV	1.00	15	2		30,873	4,554	1,560	0	36,987
412	ENV SPEC IV	1.00	15	2	1	30,973	4,535	1,560	320	37,388
518	ENV SPEC IV	1.00	15	8	1	34,995	5,255	1,560	419	42,229
535	ENV SPEC IV	1.00	15	2		30,873	4,554	1,560	0	36,987
509	ENV SPEC IV	1.00	15	7	1	34,274	5,102	1,560	345	41,281
10351	ENV SPEC IV	1.00	15	2		30,373	4,554	1,560	0	36,487
10360	ENV SPEC IV	0.00	15	2		0	0	0	0	0
522	ENV SPEC IV	1.00	15	2		30,373	4,554	1,560	0	36,487
10352	ENV SPEC IV	1.00	15	12	2	39,031	5,761	1,560	911	47,262
10369	ENV SPEC IV	0.25	15	2		8,923	1,139	390	0	10,452
402	ENV SPEC IV	1.00	15	2		30,873	4,554	1,560	0	36,987
10363	ENV SPEC IV	0.25	15	2		7,718	1,139	390	0	9,247
526	ENV SPEC IV	1.00	15	9	2	36,721	5,365	1,560	519	44,165
535	ENV SPEC IV	1.00	16	2		33,672	5,113	1,560	0	40,345
411	ENV SPEC IV	1.00	14	2		28,426	4,321	1,560	0	34,307
535	ENV SPEC IV	1.00	15	8	1	34,997	5,367	1,560	250	41,934
449	ENV SPEC IV	1.00	15	2		30,873	4,554	1,560	0	36,987
10361	ENV SPEC IV	0.00	15	2		0	0	0	0	0
10467	ENV SPEC IV	1.00	15	2		30,873	4,554	1,560	0	36,987
546	ENV SPEC IV	1.00	15	6	1	33,567	4,995	1,560	239	40,122
325	INDUST MFG	1.00	15	13	4	39,626	6,054	1,560	1,103	47,240
10471	ENV PGM MGR I	1.00	16	2		33,672	4,967	1,560	0	40,199
416	ENV PGM MGR II	1.00	16	10	1	45,141	6,098	1,560	201	52,999
137	ENV PGM MGR II	1.00	17	12	3	39,768	6,839	1,560	997	49,164
456	ENV PGM SUPP	1.00	15	2		30,872	4,554	1,560	0	36,986
443	ENV PGM SUPR	1.00	15	2		30,372	4,554	1,560	0	36,486
551	ENV PGM SUPR	1.00	16	8	1	36,152	5,627	1,560	220	43,559
16	ENV PGM SUPR	1.00	15	11	1	40,539	6,096	1,560	971	49,257

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455 ENV PGM SUPR	1.00	15	2		30,872	4,554	1,560	0	36,986
542 ENV PGM MGR I	1.00	16	12	3	40,539	6,277	1,560	874	48,4[illegible]
543 ENV PGM MGR I	1.00	15	11	2	40,599	6,095	1,560	[illegible]	4[illegible]
133 ENV PGM MGR I	1.00	15	10	1	35,483	5,535	1,560	[illegible]	43,5[illegible]
408 ENV PGM MGR II	1.00	17	12	[illegible]	45,[illegible]	6,839	[illegible]	[illegible]	5[illegible]
502 ENV PGM MGR II	1.0[illegible]	17	11	[illegible]	44,223	6,699	1,560	[illegible]	5[illegible]
[illegible] ENV PGM SUPP	1.00	16	10	3	39,768	6,[illegible]	1,5[illegible]	[illegible]	47,[illegible]
TOTAL					2,236,085	335,[illegible]	[illegible]	[illegible]	[illegible]

2. **Sources of additional funds for requested exception, by program or position.**

Due to the varied nature of program funding within the agency, it is necessary to address funding of exceptions on a program by program basis.

Air Quality Bureau

The funding for the overall increase would come from 100% federal funding in the first year, and a combination of federal funding and user (permit) fees in the second year. The projected air program federal grant has increased from $625,848 in FY90 to $1,025,436 in FY91. It is anticipated that the national Clean Air Act activity will continue to offer increased federal funding in future years. The AQB also anticipate the approval of user/permit fees by the legislature for coming years. The Air Quality Bureau projects that it can fund the projected salary increases in present and future years.

Occupational Health Bureau

The proposed pay plan exception for position #325 would have a cost of $6,175 (including indirects) at the proposed increase of 15% to the Occupational Health Program. This would have to come from the operating budget and represents 10.5% of the operating budget. The cost at a proposed increase of 10% would be $4,118 which represents 6.97% of the operating budget. This additional cost would severely impact the operating budget of the program and does not consider any additional cost of a ripple effect on the Bureau Chief position.

The proposed pay plan exception for position #335 would have a cost of $4,789 (including indirects) at the proposed increase of 15% to the Asbestos Control Program. This would have to come from the operating budget and represents 33.5% of the operating budget. The cost at a proposed increase of 10% would be $3,193 which represents 22.33% of the operating budget. This additional cost would severely impact the operating budget of the program.

Added Cost 10%=$4,118 15%=$6,175
Funding Source General Fund/Operating Budget
Added Cost 10%=$3,193 15%=$4,789
Funding Source RIT FUND/Operating Budget

Solid and Hazardous Waste Bureau

The SHWB estimated the increased program costs associated with a 15% pay increase the first year and a 10% increase the second year. Following is a program-by-program assessment of funding needs and proposed sources of funding to support the increase.

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Superfund

Superfund employees are essentially 100% federally funded through cooperative agreements with the EPA. Increased cooperative agreement requests will provide the necessary funding (15% - $38,297, 10% - $29,361, Total = $67,658) to support a pay increase. The EPA will provide the additional resources because state personnel earn substantially less than their federal counterparts.

A portion of Superfund activities, including management, training and program development, requires a 10% state match which is provided through the 12% RIT funds provided to the DHES by the legislature for Comprehensive Environmental Response, Compensation and Liability Act (CERCLA)/hazardous waste activities. The state match has been approximately $13,000 and would increase by an estimated $5,000 which would come from the RIT funds.

State Superfund

The Comprehensive Environmental Cleanup Responsibility Act (CECRA) Program is 100% funded from a special 4% Resource Indemnity Trust (RIT) fund allocated to the program. A shift of $21,500 from operating expense funds to personnel would not impact the program's ability to accomplish its goals. Conversely, these salary increases may substantially reduce the turnover rate typical in toxic waste programs and result in improved efficiency in meeting program goals.

BN/ARCO

These costs will be provided through an existing agreement with BN and ARCO to fund department positions. There will be no added cost to the state from this proposal.

Hazardous Waste

The two sources of additional funding to support these increased personnel costs would be the annual federal grant under Resource Conservation and Recovery Act (RCRA) and the RIT funds utilized to support the bureau's hazardous waste, superfund, and underground storage tank programs. For this program, the matching formula is 75% federal to 25% state funding. The bureau is currently preparing draft amendments to the Montana Hazardous Waste and Underground Storage Tank Act which would redirect the approximately $25,000 of hazardous waste fees collected each year into a special revenue fund for partial support of program costs. If approved as an agency bill and passed by the 1991 Legislature, this would offset some of the overall Hazardous Waste Program costs to the RIT interest account.

Solid Waste

During the last legislative session the Landfill Groundwater Monitoring Program element was added to the base Solid Waste Program and was funded. The Landfill Review Permitting Element was passed, but not funded. This element will be proposed to the next legislature for funding. It is proposed that personnel costs be absorbed within the base program budget by shifting operating funds to personnel funds.

Junk Vehicle Recycling

The SHWB proposed that increased personnel costs be absorbed within the program budget through a shift of funds from the operating costs category. The actual increased costs to this program will be somewhat less than shown above based upon the bureau chief's established practice of apportioning his personnel costs to multiple programs through the use of time accounting sheets.

Underground Storage Tank Program

This program is funded by a 75% EPA-UST grant with a 25% match from the RIT fund. To fund the proposed salaries, an increase for the program's affected positions in the EPA grant funds and in the RIT funds would be needed. These funding sources are adequate to cover these increases.

LUST Trust Program

This program is funded through a 90% EPA-LUST grant and a 10% match in the RIT funds. To fund the proposed salary increase for the program's affected positions an addition in the EPA-LUST Trust grant funds and in the RIT funds would be needed. These funding sources are adequate to cover these increases.

Petroleum Marketer's Cleanup Fund

This program is 100% funded by the Petroleum Storage Tank Release Compensation Fund motor fuels fees. This funding source is adequate to cover the additional increase.

Tank Fee Program

This program is 100% funded by annual UST registration fees. This funding source is adequate to cover this additional increase.

Tank Installer Licensing

This program is 100% funded by UST tank installer licensing and permit fees. This funding source is adequate to cover this additional increase.

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Water Quality Bureau

Safe Drinking Water Program

Funding options for this program are currently being addressed by a Task Force. The program is supported by federal and RIT funds in a 75/25 ratio. It is anticipated that the federal funds will increase significantly and will be matched by funds generated by a proposed fee system on services provided. These additional funds would more than cover the salary increases.

Subdivision Review Program

Funds for this program are provided from general funds and with review fees that are generated, being returned to that same account. The Safe Drinking Water Task Force has recommended that review fees be increased to cover the actual costs of operating the program. Such an action would require a change in the statute. In the interim, funds for a salary increase would come from the operating budget.

Permits Review Program

The program is funded primarily by federal funds, with a nonfederal maintenance of effort level that must be met. Currently available federal funds exceed the amount necessary to meet current budget obligations. Those funds would be used to cover the salary increase.

Groundwater Program

This program is funded 100% by the EPA.

Construction Grants

This program is funded with a 100% federal grant. Adequate funds are available to cover the salary increases.

Nonpoint Source Program

This program is funded 100% with federal grants. Additional funds will be available to cover salary increases.

Water Quality Management Program

This program is funded 72% from federal grants and 28% from the RIT. Additional funds for salary increases will need to come from an increase in the RIT share since the federal share is already at the ceiling that is fixed by federal statute.

Clark Fork Monitoring Program

This program is funded 100% with RIT money, which would need to be increased to cover the additional salary for the one FTE

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Environmental Specialist IV) in the program.

Water Pollution Control/Construction Grants Permitting

Funds for this program are provided from two different federal sources. These funding sources are adequate to cover the proposed salary increase.

Water Pollution Control 106

This program is funded by a combination of RIT funds and federal dollars. The federal grant requires a maintenance level of effort. Once the level is met, all budget increases are federally funded. There are adequate federal funds to cover the proposed salary increase.

2. **Specific recruitment measures taken to attract qualified applicants for these positions:**

Advertisements are made both in-state and out-of-state because in the past advertising in-state exclusively failed to produce qualified applicants who would accept the positions. Recruitment is becoming more difficult. Typically, new hires are directly out of school, with minimum experience since more qualified applicants will not apply.

Re-advertising has become necessary on occasion when no qualified applicants accepted job offers. Montana is a desirable place to live, which is often a reason people accept jobs with lower than market salaries. If hired, retaining these people has become increasingly difficult. Job opportunities at higher salaries are becoming readily available within Montana, minimizing the need for relocation.

Occupational Health Bureau

Position #325 - This position is a specialty discipline known as an Industrial Hygienist. The incumbent in this position has been a dedicated and valuable state employee for over 20 years. To replace this employee would be impossible since he works in this specialty area. The current average market for Industrial Hygienists in Montana is $50,000 per annum. Retention may become a significant problem resulting in the impossible task of recruiting under the existing conditions.

Position #335 - This position was first advertised in September 1989 within the department and no applications were received. The position was then advertised state wide through Job Service and major state newspapers.

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4. Results of recruitment efforts.

Fewer applications are being received, and those that do apply have fewer qualifications. This results in increased training expenses and years of reduced productivity.

Occupational Health Bureau

Position #335 - No qualified applicants applied. The position was then advertised statewide and in the Northwest Region of the U.S.. Five applicants were chosen for interviews although only one had asbestos related experience or training and the others were not fully qualified but perceived as trainable. One individual was chosen to fill this position but will require extensive training for 6 months to a year. Seven months were required to fill this position, resulting in a period of approximately 1 1/2 years of reduced productivity within the program. Upon completion of the incumbent's training it is doubtful if the state can retain the incumbent given the compensation offered by other employers.

In attempting to fill position #335 for a period of seven months the bureau's professional staff experienced a 33% vacancy rate for FY90.

Solid and Hazardous Waste Bureau

Superfund Program

During the past three years the Superfund Program has continued to grow. Job opportunities in the hazardous waste field have expanded and people with job experience are in demand. Recruiting efforts in the Superfund program yield few, if any, qualified applicants. During the past two years the SHWB has not received applications from any "experienced" candidates.

Both the EPA and private consulting firms offer substantially better pay for similar types of work (sometimes much less responsibility) and job opportunities in the private sector continue to expand.

Recruitment for qualified applicants has been difficult. The pay scale offered to new (and old) employees is too low to attract quality candidates. In the most recent advertisement, the SHWB received applicants from all over the country but not one of them had any experience in Superfund or hazardous waste. Approximately 45 applications were received for three positions advertised. Jobs were offered to five applicants considered to be capable of learning on the job quickly and who demonstrated comparable work experience relevant to the job requirements. Two candidates accepted the offer. The other three chose to continue their present pursuits or accept offers elsewhere.

At this point the SHWB is limited to considering applicants that appear to have the capability to learn on the job. Unfortunately

there is inadequate program management capability to train entry level applicants in large numbers required by the frequent turnovers. During the past three fiscal years there has been a 100% turnover of the Superfund staff. The annual turnover rate is approximately 34%.

Hazardous Waste Program

In general, there has been very little intra-department interest in grade 14 positions and moderate interest in grade 15 positions. External announcements have generated moderate interest, however most applicants do not meet minimum qualifications and of those that are minimally qualified, few if any, have any previous training or experience that is specific to the position for which they are applying.

Underground Storage Tank Program

The general reasons for difficulties in recruiting and retaining staff include:

- Large workload results in stress and frequently requires overtime hours.
- The staff in UST/LUST program is not adequate to handle the volume of work from the implementation of a new program dealing with a large regulated community.
- The opportunities for better pay exist in private enterprize, other states and the federal government.
- Dealing directly with non-receptive members of the regulated community on a daily basis is stressful and leads to job burnout.
- Entrance level salaries do not attract good candidates with experience. The majority of new employees are not experienced and require extensive on the job training. Once trained, they often seek jobs elsewhere which offer better pay and working conditions
- The resignation of higher grade employees has caused a "domino" effect. Lower grade experienced employees move into higher grade positions leaving openings in lower grade jobs. The overall effect results in additional time being required for job recruitment and training throughout the program. The entire program suffers from vacant positions and the "lag time" needed to replace and train new employees.
- The pay and step freeze has discouraged dedicated employees and has caused them to leave state government.
- Private business is actively recruiting personnel with experience in Hazardous Waste, Superfund and UST/LUST programs.

Water Quality Bureau

Summaries of recruitment and retention problems in the Water Quality Bureau are included in attachments A and B.

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5. **Other efforts:**

The Department believes that all reasonable efforts have been taken to recruit and retain qualified personnel.

6. **Turnover and vacancy rate:**

Air Quality Bureau

March 1989 - Jim Olsen (Grade 15) resigned to go to the private sector. His position was filled from within by Bob Jeffrey and, in turn, his position was filled from within by Jan Gilman.

December 1989 - Jim Pickett was selected for the Grade 12 position left vacant by Jan Gilman. There were approximately 25 applicants for this position, which is an entry level position requiring a college degree, but no experience.

Occupational Health Bureau

Position #325 - In attempting to fill position #335 for a period of seven months the bureau's professional staff experienced a 33% vacancy rate for FY90.

Solid and Hazardous Waste Bureau

Superfund/CECRA Program:

In July, 1987 the Superfund Program was expanded to accommodate a greatly increased workload in an effort to speed up progress in cleaning up federally listed hazardous waste sites in Montana. A state program, CECRA, was also established at that time. Concurrently the EPA Superfund staff was expanded and Superfund site activities were escalated. The ripple effect resulted in a number of consulting firms opening offices in Montana with corresponding job opportunities in the hazardous waste field.

The following list itemizes some of the problems and concerns facing the Superfund/CECRA Programs in an effort to meet the state's role and obligations in hazardous waste cleanup. A market grade adjustment to address retention problems appears to be warranted.

1. All but one technical/legal/fiscal staff member who resigned a position in the Superfund Program resigned to accept a position in the hazardous waste field that provided better pay. Both the EPA and private consulting firms offer substantially better pay for similar types of work (sometimes much less responsibility) and job opportunities in the private sector continue to expand.

2. As staff gains experience in Superfund there are no incentives to keep them with state government at low

wages. The lack of upgrade opportunities (despite a high level of responsibility in the jobs), lack of annual step increases, and low entry-level pay are main reasons for such a high turnover rate.

3. The Grade 14 Environmental Specialist is the most difficult position to keep filled. However, all Superfund positions are difficult to keep filled and the program can continue to anticipate a 100% turnover rate at least every three years if the status quo should remain in effect. A lack of continuity in project management will erode the state's ability to fully participate in Superfund activities.

4. Approximately two-thirds of the Superfund employees are 100 percent federally funded; the remaining Superfund staff is 95 percent federally funded and 5 percent state funded (this amounts to approximately $13,000 annually). Additional federal funds are available to increase staff salaries if a pay plan exception is authorized. Federal employees in Superfund generally earn approximately twice the salaries of comparable state Superfund employees.

The following table summarizes staff turnover in the Superfund Program during the past three fiscal years.

Env.Sp.III:	Sara Weinstock	85 - 7/87
	Karen Zackheim	7/87 - 1/90
	Brian Antonioli	2/90 - present
Env.Sp.III:	Doug Rogness	7/87 - 1/89
	Bill Olsen	5/89 - 4/90
	Jim Scott	2/90 - present
Env.Sp.III:	Phil Herzog	7/87 - 3/89
	Greg Mullen	7/89 - present
Env.Sp.III:	Kevin Kirley	7/87 - 5/90
	Marc Golz	8/90 - present
Env.Sp.IV:	Bill Olsen	1/90 - 4/90
	Kevin Kirley	5/90 - present

Env. Prgm. Mng. I:

Mike Rubich	'84 - 5/89
Karen Zackheim	1/90 - present

Underground Storage Tank Program

Personnel that have resigned from the UST/LUST program within approximately the last year:

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Jean Riley - Environmental Spec. III, grade 14, through October 1989: Accepted job with Petro Board, higher grade position.

Jeff Kuhn - Environmental Spec. III, grade 14, through February 1989, accepted promotion within bureau created by employee resignation.

Mike Trombetta - Environmental Spec. III, grade 14, through December 1989, accepted promotion within bureau created by employee resignation.

Doug Rogness - Environmental Spec, IV, grade 15, through December 1989, accepted promotion within bureau created by employee resignation.

Frank Gessaman - Environmental Spec IV, grade 15, accepted promotion within bureau created by employee resignation.

Additional job openings resulted from employees in state government, the bureau and the program accepting positions in the program. The majority of these job openings represented pay increases and career advancement for these employees. These job changes have resulted in a large turnover in the UST/LUST Program but are not reflected in the list above.

Positions that are hard to fill and retain with qualified employees:

- Grade 14 Environmental specialists - the pay is not competitive with other governmental and private job opportunities.

Waste Management Section

Staff Turnover - June 1, 1987 Through June 1, 1990:

The following is a summary of staffing levels within the waste management section over the last three years. The summary identifies the person(s) occupying each of the technical positions and specifies the length of time served by each of those persons.

Hazardous Waste Program

Regulatory Unit:

Environmental Specialist III
6/87 - 8/89 Don Vidrine
8/89 - 2/90 Vacant
2/90 - present Bob Reinke

Environmental Specialist III
6/87 - 1/88 Vacant

1/88 - 12/89 John Wadhams
12/89 - 2/90 Vacant
2/90 - present Ken Reick

Environmental Specialist III
6/87 - 2/90 Scott Peterson
2/90 - present Vacant

Environmental Specialist IV
6/87 - present Bill Potts

Permitting Unit:

Environmental Specialist III
6/87 - 5/89 Alice Stanley
5/89 - 10/89 Vacant
10/89 - 6/90 Tony Grover
6/90 - present Vacant

Environmental Specialist III
(new position created in 1988)
12/88 - 3/90 Rosemary Rowe
3/90 - present Ellen Vanduzee

Environmental Specialist IV
6/87 - 5/89 Barbara Jones
5/89 - 8/89 Vacant
8/89 - 2/90 Don Vidrine
2/90 - 3/90 Vacant
3/90 - present Rosemary Rowe

Junk Vehicle Program:

Environmental Specialist IV
6/87 - 10/87 Carol Fox
10/87 - 11/87 Vacant
11/87 - 12/89 John Geach
2/90 - present Jon Dilliard

Environmental Specialist III (half-time)
6/87 - 2/90 Jon Dilliard
2/90 - present Jim Wilbur

Solid Waste Program:

Environmental Specialist IV
6/87 - 3/90 Jim Leiter
3/90 - 6/90 Vacant
6/90 - present Tony Grover

Environmental Specialist III (half-time)
6/87 - 2/90 [illegible]
2/90 - present Jim Wilbur

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Only one technical staff person in the Waste Management Section has been in his/her present position longer than four months, and only three technical staff persons have been employed with the SHWB in any position for 18 months or more.

The Waste Management Section's inability to retain trained personnel can usually be attributed to low pay. Particularly as it pertains to technical staff, wages offered by private industry and other governmental entities far exceed salaries being currently offered by DHES. Should the trend continue, there will soon be no senior staff to train new employees.

Water Quality Bureau

With six technical/professional positions employed in the Municipal Wastewater Assistance Section, the entire section staff has turned over completely in the last five years. With the exception of one person, no one in the program has more that 4 years tenure. Reference Attachments A and B.

7. **Consequences of turnover and not filling vacant positions.**

Air Quality Bureau

The AQB has been fortunate in retaining most of it's experienced staff in the last couple of years. It's concerns are primarily with the inability to replace experienced staff when they do leave because of the extremely poor pay scale, particularly for upper level positions. When the AQB loses key individuals in the program, the ability to replace them from the outside with a commensurate level of experience is minimal.

The AQB is also under significant pressure from the EPA to expand and strengthen the state air program or risk losing primacy for part or all of the program (the AQB has been delegated responsibility for the majority of federal air regulations). In fact, the EPA plans to issue a "call" or the state implementation plan to the Governor which will address air program responsibilities. The AQB recently added 4 new positions with the support of the EPA and the Governor's Office. The AQB elected to recruit at the entry level because of its inability to attract qualified, experienced people for upper level positions. The only upper level position was filled through an internal promotion. The other three entry level positions are being filled with the assumption that the AQB will train the people to meet program needs. The risk, of course, is that new staff will leave once they become trained and valuable to the private sector.

Currently, amendments updating the federal Clean Air Act are before Congress; these amendments would significantly expand the responsibilities of the state air program. In order to meet the coming federal air regulations, the AQB needs the ability to recruit qualified, experienced personnel. The AQB's abilities to do this with the current pay structure are severely hampered. Montana badly needs to address the state pay structure to allow competitive pay for technical/professional environmental staff.

Occupational Health Bureau

A high percentage of the OHB staff have indicated that if there are not substantial changes in the state pay plan within the next year they will be forced to actively seek employment in the private sector, federal agencies or with state agencies in states other than Montana. Loss of these individuals results in long time periods to recruit and train individuals lacking the necessary qualifications for the very specialized disciplines they work in. This long time period is a period of reduced productivity for the programs. Training costs for each individual during this period can typically be between $25,000 and $50,000. If training costs and reduced productivity are factored in at all, the state is not saving anything but rather throwing money away in it's failure to offer the market rate of compensation.

Failure to fill positions in the OHB will result in the shutdown

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of bureau programs and the failure of the state to provide the statutorily mandated services for the protection of the public health and safety. Such failure may result in an increase in both long and short term health problems and subsequent increases in medical costs and health care insurance.

Solid and Hazardous Waste Bureau

Retention of qualified staff is the biggest problem facing the SHWB followed closely by ability to recruit qualified, capable staff. The high turnover rate experienced to date has drastically reduced the state's ability to manage hazardous waste programs in Montana. The Superfund Program has been forced to return projects to the EPA for completion due to the inability to retain trained staff to direct site activities. The RCRA program is falling behind in permit writing and field inspections, and may have to consider returning programs to the EPA for management. An ability to hire and then retain qualified people would provide the resources needed to accomplish the tasks assigned to the bureau. The state will gradually lose control of hazardous waste programs if retention and recruitment problems are not addressed.

The EPA supported the addition of 10 new hazardous waste positions this past year. Only five of those positions have been filled thus far.

Water Quality Bureau

Retention is the WQB's biggest problem as it is losing its most qualified individuals to better paying positions. Hiring young people out of school and giving them 1-2 years experience makes them very marketable. With the inadequate pay increases recently offered and the freeze on steps, new staff quickly find themselves at a dead end in state government, with ample opportunities to work elsewhere for more money. The same applies to longer term employees, except there is even less to offer them. The bureau's grade 15 employees are quickly "peaked out" in their careers in state government. These are the individuals it most needs to retain.

WQB environmental specialist positions, while probably easier to recruit for, are currently filled with highly qualified individuals working in a specialized areas. They are all becoming very marketable and could leave at any time.

See discussion under Part C above. See also Attachment C.

Wastewater Financial Assistance Program:

It takes about a year to train an employee to the point where he or she is 100% productive. The frequent turnover in staff is beginning to significantly affect the ability to administer the construction grants program. It may preclude the bureau from developing the new revolving loan program, resulting in a loss of

$4.5 million for Montana.

Water Quality Management Program:

Position # 546 - Environmental Specialist IV

This position was vacated in August 1988 when it was still classified as Environmental Specialist III. (The incumbent took a Grade 16 position at DFWP.) The position was upgraded to Environmental Specialist IV and the vacancy advertised during the same month. The current incumbent was hired in October 1988.

This position serves as coordinator of the Department's Nonpoint Source Control Program. Since the position was last filled the Program has expanded dramatically. Within the current fiscal year, the state program was fully approved by the EPA, received $1 million in federal funding and added two new positions to its staff. This program expansion made the duties and responsibilities of this position comparable with those of a Grade 16 Environmental Program Supervisor. An informal request to upgrade this position to Environmental Program Supervisor was submitted to DOA in March 1990 and denied in May 1990. Without upgrading this position, there is a good chance the program will lose its incumbent to a higher-paying position elsewhere, just as the prior incumbent was lost.

Construction Grants Program

Reference Letter A

General

Attachments D and E are letters expressing concern with staffing levels within the division, resulting in a reduced ability to carry out delegated federal environmental programs.

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8. **Summary of comparison of salary data:**

WQB

Information on salaries was obtained from the following sources:

1. **State:** Water quality program managers and state personnel officers in North Dakota, South Dakota, Wyoming and Utah plus Idaho and Washington.

2. **Federal:** Montana Operations Office of the EPA; Northern Region Office of the Forest Service; Montana District Office of the Water Resources Division, U.S. Geological Survey.

3. **Private:** Various environmental consulting firms doing business in Montana, some of which requested anonymity.

State Government Survey

A telephone survey was conducted to determine what neighboring states were paying as an equivalent to Montana Environmental Specialists I-IV, who performed technical work in the area of water pollution control. Those contacted in the survey were asked to provide two salary figures: (1) the minimum offered for an entry level position requiring a B.S. degree without prior experience (Environmental Specialist I, Grade 12, Step 1) and (2) the maximum offered to a senior scientist who serves as the lead on one or more complex monitoring or research projects (Environmental Specialist IV, Grade 15, Step 13). The midpoint between these two salary figures was then calculated.

Seven states were contacted and provided the requested information on salaries (Table 1). The survey shows that Montana ranks last in the region in salaries paid to water quality specialists. Montana salaries range from 77 to 80 percent of the average of state salaries paid by the other seven states. The salary differential is largest at the senior scientist (Environmental Specialist IV) level.

A salary survey of state and local air programs nationwide is also attached (see Attachment F). Review of Montana salaries for non-engineer professionals and inspectors (see Agency B in Region VIII) shows them to be well below the nationwide averages and below most Region VIII states; particularly in upper level positions.

Federal Government Survey

Three agencies of the federal government -- the EPA, Forest Service and Geological Survey -- were consulted regarding their rate of compensation for water quality specialists working in Montana (Table 2). These three agencies consider the entry level for most "new hires" as GS-7 and the senior scientist level as GS-12. Most hydrologists working for these agencies in Montana at the present time are either GS-11 or GS-12. Education and experience required to qualify for jobs at the GS-7, 9, 11 and 12 levels, and the degree of responsibility involved, are more or less equivalent to those required and involved at the Environmental

Specialist I, II, III and IV levels.

The comparison in Table 2 shows that State of Montana salaries paid to Environmental Specialists range from 93 to 67 percent of those attainable by their counterparts in federal service. As in the comparison with salaries paid by other states in the region, the salary differential is largest at the senior scientist or "journey" level.

Private Industry Survey

Helena-based environmental consulting firms doing business in Montana were queried by phone as to salaries paid to non-engineers who perform scientific water quality work (Table 3). Two questions were asked of these firms: (1) "What salary does your firm currently offer people with a bachelor's degree and little or no experience, that is, entry level?" and (2) "What salary does your firm currently offer a highly qualified and experienced technical person who needs only general supervision but has no general administrative or budget responsibilities?" (This latter category is labelled "Journey Level" in Table 3 and is equivalent to Environmental Specialist IV.) The survey of environmental consulting firms shows that the State of Montana pays its Environmental Specialists about 75% of the average salaries paid to their counterparts in the private sector.

U.S. Water News

Attachment G is an editorial titled Environmental Field is putting out "help wanted" sign. The article references the Water Pollution Control Federation (WPCF) survey which also surveys members of the National Water Well Association and the U.S. Geological Survey.

SHWB

Hazardous materials employees in the SHWB earn significantly lower salaries than their counterparts in other states, federal agencies and the private sector. Environmental Specialists and program managers in the SHWB cannot be characterized as environmental engineers, hydrogeologists, chemists, biologists, etc. because these jobs require specialization in hazardous material management which incorporates a broad range of experiences. Hazardous materials specialists are required to be knowledgeable in RCRA, CECRA and CERCLA in addition to state and federal environmental regulations (water, air, solid waste, etc.). Hazardous materials specialists are responsible for preparing and reviewing risk analyses, contractor budgets, tracking expenditures, contractor procurement and management, field sampling for soil, sediment, groundwater, surface water, air, vegetation and animals, cleanup feasibility analysis, treatability study design and review, cleanup action oversight, decontamination management, and community relations. OSHA 40-hour training is required for all hazardous materials specialists. A cost comparison of salaries for hazardous materials specialists follows:

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Program Manager II Vic Andersen John Geach Roger Thorvilson	17.13/hour	35,600/year
Program Manager I Carol Fox Frank Gessamen Doug Rogness Don Vidrine Karen Zackheim	12.80/hour	26,600/year
Environmental Specialist IV	11.73/hour	24,400/year
Environmental Engineer III	11.73/hour	24,400/year
Environmental Specialist III	10.80/hour	22,500/year

U.S. Environmental Protection Agency -

Please refer to the attached January 1990 General Schedule Pay Chart for federal employees (Attachment H). The federal government recently approved a general salary rate increases for Superfund employees which allows advancement to a Grade 13 for Superfund Regional Project Managers (RPMs). RPMs are equivalent to State Project Officers which are typically Grade 14 Environmental Specialists or Grade 15 Environmental Engineers.

GS-11	29,891 - 38,855/year
GS-12	35,825 - 46,571/year
GS-13	42,601 - 55,381/year

Program Managers I or II would start at GS-13 or GS-14.

GS-13	42,601 - 55,381/year
GS-14	50,342 - 65,444/year

Community Relations Officer would start at GS-9 and advance to GS-11 after one year.

GS-9	24,705/year
GS-11	29,891 - 38,855/year

Regional State Personnel -

Idaho, Washington, Oregon, and Colorado are currently recruiting hazardous materials specialists. Comparable positions to those listed above are being offered at substantially higher salaries than Montana offers. (Refer to Attachment I)

Idaho -
Entry level salaries for environmental specialists fresh out of college with no job experience begin at $25,000/year. One SHWB Environmental Specialist III/Grade 14 with two years of state program experience recently moved to Idaho for a similar job starting at $28,000.

Washington -

Environmentalist 2 (ES I/Grade 12)	22,700 - 28,900/year
Environmentalist 3 (Grade 15)	26,200 - 33,400/year

Oregon -
Positions equivalent to an Environmental Specialist III start at approximately $27,000/year. A program manager position ranges in salary from $34,000 to 43,000/year.

Colorado -
A program manager with hazardous materials experience earns between $43,600 and 58,400/year.

Private Sector -

	Manager	Engineer	Scientist
CDM	$24 - 40/hour	12 - 30/hour	12 - 30/hour
CH2M Hill	$35/hour	14 - 30/hour	14 -30 /hour
RCG/Hagler, Bailly, Inc.	$37/hour	12 - 30/hour	12 - 30/hour
Tetra Tech	$22/hour		
MSE, Inc.	$18 - 20/hour	12 - 17/hour	12 - 18/hour

(See Attachment J)

Summary -

SHWB hazardous materials employees earn an average of 50 to 75 percent of similar employees in the region. The largest discrepancy is in the private sector, followed closely by the federal government.

	Private	EPA	Regional States
Managers	40 - 60%	60 - 70%	60 - 75%
Engineers	60%	60 - 75%	80%
Scientists	55 - 70%	68 - 75%	80%
Community Relations		75 - 90%	

A salary increase averaging 15 to 30 percents required to bring SHWB salaries within 10 percent of market for this region.

Managers	Engineers	Scientists	Public Inf.
30 - 15%	30 - 15%	30 - 15%	15%

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Occupational Health Industrial Hygienist salary summary

Reference Attachment K.

TABLE 1

REGIONAL STATE GOVERNMENT ANNUAL SALARIES FOR WATER QUALITY SPECIALISTS

State	Equivalent Class Series	Annual Salary Range		
		Minimum	Midpoint	Maximum
Colorado	Geologist (Hydrogeologists)	$26,220	$33,888	$41,556
Idaho	Water Quality Compliance Officer	25,688	30,068	34,449
North Dakota	Environmental Scientist	19,800	28,896	37,992
South Dakota	Natural Resources Scientist	21,590	30,836	40,082
Utah	Environmental Health Scientist	20,405	33,509	46,613
Washington	Environmentalist	20,256	31,602	42,948
Wyoming	Environmental Analyst	21,564	31,236	40,908
*Montana	Environmental Specialist	17,868	24,596	31,325
Region Average (excludes Montana)		22,218	31,434	40,650
Montana/Region Ratio (%)		80.4%	78.2%	77.1%

* Montana salary figures are based on the 1990-1991 State of Montana pay matrix.

TABLE 2

*FEDERAL GOVERNMENT ANNUAL SALARIES FOR WATER QUALITY SPECIALISTS IN MONTANA

		Federal Pay Schedule			
Agency	Equivalent Class Series	GS-7	GS-9	GS-11	GS-12
Environmental Protection Agency	Environmental Protection Specialist	$26,252	$32,121	$38,855	$46,571
Geological Survey	Hydrologist	$26,252	$32,121	$38,855	$46,571
Forest Service	Hydrologist	$26,252	$32,121	$38,855	$46,571
		State of Montana Pay Matrix			
		Grade 12	Grade 13	Grade 14	Grade 15
*State of Montana	Environmental Specialist I-IV	$24,515	$26,426	$28,826	$31,325
Montana/Federal Ratio (%)		93.4%	82.3%	74.2%	67.3%

* The salary figures in this table are based on Step 10 salaries in the January 1990 General Schedule Pay Chart (Federal) and Step 13 salaries in the 1990-1991 State of Montana pay matrix. These are the maximum steps attainable.

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TABLE 3

PRIVATE SECTOR ANNUAL SALARIES FOR WATER QUALITY SPECIALISTS IN MONTANA

Firm	Entry Level	Midpoint	Journey Level
A	$25,000	$32,500	$40,000
B	$22,000	$33,500	$45,000
C	$27,000	$31,500	$36,000
D	$21,000	$32,500	$45,000
E	**	$30,000	**
F	$23,000	$31,500	$40,000
G	$23,000	$34,000	$45,000
Average Private Industry	$23,500	$32,214	$41,833
*State of Montana	$17,868	$24,596	$31,325
Montana/Private Industry Ratio (%)	76%	76%	75%

* Montana salary figures are based on the 1990-1991 State of Montana pay matrix; entry level = Grade 12, Step 1, journey level = Grade 15, Step 13.

ATTACHMENT A

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HB Drum Law Suit

Permits Section

Position #522 Env. Spec. IV (Hydrogeologist/GW Program)

New position 1985

5-85 - 12-88	Arrigo was incumbent 3 qualified applicants interviewed
2-89 - 5-89	Clark was incumbent 3 qualified applicants
8-89 - Present	Bugosh is incumbent 3 qualified applicants

Position #548 Adm. Aide II

Reeves left 6-88

Davis started 8-88 - present
5 qualified applicants

Position #512 Env. Spec. III

Pasichnyk left 7-86

Strasko started 8-86 - Present
1 qualified applicant

Position #511 Env. Spec. III

Pedersen left 6-86

Pasichnyk started 7-86 - Present
1 qualified applicant

ATTACHMENT B

WATER QUALITY MANAGEMENT SECTION

MEMORANDUM
June 6, 1990

To : Steve Pilcher
From : Loren Bahls LB
Subject: Recruitment and Retention Problems

Below is a summary of recruitment and retention problems for three positions in the Water Quality Management Section where we have experienced such problems within the last two years or so. I am providing this record in response to your request dated May 29, 1990.

Position No. 505 Environmental Specialist I

5 QUALIFIED APPLICANTS (INTERNALLY)

This position has had three incumbents since May 1988. As the lowest-class professional position in the Water Quality Bureau, it is often used as a stepping stone to higher-paying positions within the Department. Although classed as an entry-level position, the incumbent must have some special knowledge of aquatic macroinvertebrate taxonomy and pollution biology. Because the incumbent must design and execute some projects independently, without direct supervision, the position is currently misclassified. An informal request to upgrade this position to Environmental Specialist II was submitted to DOA in March 1990. The Department has yet to receive a determination from DOA.

Position No. 546 Environmental Specialist IV

5 QUALIFIED APPLICANTS

This position was vacated in August 1988 when it was still classified as Environmental Specialist III. (The incumbent took a Grade 16 position at DFWP.) The position was upgraded to Environmental Specialist IV and the vacancy advertised during the same month. The current incumbent was hired in October 1988.

This position serves as coordinator of the Department's Nonpoint Source Control Program. Since the position was last filled the NPS Control Program has expanded dramatically: within the current fiscal year, the state program was fully approved by EPA, received $1 million in federal funding, and added two new positions to its staff. This program expansion made the duties and responsibilities of this position comparable with those of a Grade 15 Environmental Program Supervisor. An informal request to upgrade this position to Environmental Program Supervisor was submitted to DOA in March 1990 and denied in May 1990. Without upgrading this position, there is a good chance we will lose the incumbent to a higher-paying position elsewhere, just as we lost the prior incumbent.

Position No. 503 Environmental Specialist IV (Hydrologist)

This position serves as liaison with the Department of State Lands in administering water quality provisions of the Metal Mine Reclamation Act.

2 QUALIFIED APPLICANTS

The incumbent in this position recently accepted a job in private industry nearly doubling his salary in the process. The knowledge and skills learned and the contacts established by this position make the incumbent especially vulnerable to recruitment from outside the Department at a much higher pay scale than what the state can offer.

$53,000/yr.

ATTACHMENT C

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DATE 1-17-91
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OFFICE MEMORANDUM

MEMO TO: Steve, Loren

FROM: Scott SA

DATE: 7-27-90

SUBJECT: Pay plan exception for Environmental Specialists

Enclosed is information Dick prepared concerning his position, the position's unique responsibilities, and salary information. I strongly urge that this information be considered in the request being prepared for env. specialists. While recruitment historically has not been a problem for this position, I believe it would be extremely difficult to find someone with Dick's qualifications. His ability as a trainer in communicating complex technical principles in an understandable and friendly manner is a rare trait. As Dick pointed out in his narrative, most state's do not have individuals doing everything he is doing and often engineers are used for this type of work. As with many in this bureau, he is an employee we cannot afford to lose.

I hope this information is useful and I'm sure Dick would provide any additional information you might need.

OFFICE MEMORANDUM

TO: Scott Anderson
Steve Pilcher

FROM: Dick Pedersen

Subject: Position Comparisons

Date: July 27,1990

At your request, I contacted other states and private consultants to compare salaries with a position similar to mine. When looking at the comparisons it is important to understand my responsibilities with the bureau. The following synopsis outlines these responsibilities:

1. **Plan and Specification Review.** Review of Plans and Specifications to determine if facilities will operate as designed and have sufficient process flexibility to operate with components out of service. Recommended changes are then made to the design engineer.

2. **Operation and Maintenance Manual and Plan of Operation Review and Approval.** These documents are reviewed to ensure that appropriate training is conducted at the newly constructed or modified treatment facility and the community is left with a clear and complete document on the operation and maintenance of the treatment facility.

3. **Operability Review.** When a facility reaches approximately the 80% construction completion phase an operability review is conducted by this position. This review, made onsight, allows the position to inspect unit processes in place and make recommendations concerning the operational aspects of the plant.

4. **Technical Assistance.** This position provides technical assistance to wastewater treatment facilities statewide and technical direction to other programs within the Water Quality Bureau.

5. **Comprehensive Performance Evaluations.** This position conducts and leads Comprehensive Performance Evaluations (CPE) on wastewater treatment facilities. This encompasses an in-depth field evaluation of facilities ability to produce an acceptable effluent discharge. This involves an in depth review of a facilities operation, maintenance. design, and administration.

6. **Statewide Training.** This position provides statewide training and statewide training coordination. Statewide training is conducted on a great variety of topics by this position. Statewide training coordination is provided by

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providing guidance and direction to the Montana Environmental Training Center and Operator Certification Program. This position also coordinates and co-directs the annual Water and Wastewater School for Operators and Managers.

Position Expertise

The ability to perform these duties requires a complete understanding of the wide variety of physical/chemical and biological processes in wastewater treatment facilities. The knowledge to perform these duties is obtained through advanced degrees in the biological or engineering sciences supplemented by many years of actual experience with these facilities. To be effective in this position, the employee must not only be technically qualified, but must possess the communication skills which allow the transfer of the knowledge to recipients with a wide range of abilities.

Filling Position Vacancy

A new person in this position would require at least one year of comprehensive training before being able to be effective and benefit the public. Even then, a thorough understanding and awareness of Montana's wastewater treatment facilities and their needs would not be realized for several years. The CPE program would probably have to be dropped or scaled back for some time until a new person was adequately trained. I anticipate that any person new to state government would not be able to complete all of the job responsibilities of this position for at least two years. This would require other existing positions to carry out the responsibilities or dropping or scaling back the requirements.

Salary Comparisons

One thing became clear when I contacted other states and the private sector concerning salaries and job responsibilities. No other state had one position that completed all of the job responsibilities of this position. Items 1,2 and 3 of the job responsibilities listed above are normally completed by engineering positions in other states. I believe you have comparative salaries for these positions in other states and the private sector.

Items 4,5, and 6 of the position responsibilities are completed by positions similar to the Environmental Specialist classification. Following is a list of state's which I contacted and their comparative salaries for positions that have these responsibilities. (over)

STATE	BEGINNING	AVERAGE	UPPER
Colorado	$27,600	$32,235	$36,870
Wisconsin	29,544	35,331	41,119
Washington	27,780	31,666	35,552
Idaho	26,000	30,160	34,320
Wyoming	26,760	33,828	40,908
Average	27,502	32,644	37,754
Montana (Gd 15)	22,625	26,975	31,325
Ratio	.82	.83	.83
Ave wo Wiscon.	27,035	31,972	36,913
Montana	22,625	26,975	31,325
% difference	.84	.84	.85

In contacting the private sector I found that most technical assistance to treatment facilities is provided by engineers with private consulting firms. I contacted the one contractor in the state that provides contract operations of wastewater treatment facilities. The person in that organization that would provide technical assistance and troubleshooting to wastewater facilities has an annual salary of $33,400 which is a ratio of .81 when compared to the Grade 15 average salary of $26,975. We have contracted with several experts in the past to carry out training or technical assistance. These experts (Bob Hegg, Ron Schyler, Paul Klopping, and Mike Richard) costs range from $300 to $1000 per day not including expenses.

In considering my position and comparison to other states and the private sector I believe you have to consider not only salary differences for job responsibilities 4,5, and 6 but also those of job responsibilities 1,2, and 3. I believe you have this information.

ATTACHMENT D

E. Pizzini [handwritten initials]
J. J. Opitz [handwritten initials]

UNITED STATES ENVIRONMENTAL PROTECTION ~~AGENCY~~
REGION VIII, MONTANA OFFICE
FEDERAL BUILDING, 301 S. PARK, DRAWER ~~10096~~
HELENA, MONTANA 59626-0096

Larry Floyd - Let's m on this letter - Thanks Bill

EXHIBIT exb. 2
DATE 1-17-91
HB Dum Dir Sub

RECEIVED
JUL 2 1990
MDHES
DIRECTOR'S OFFICE

Ref: 8MO

June 29, 1990

Mr. Don Pizzini, Director
Montana Department of Health
and Environmental Sciences
Cogswell Building
Helena, Montana 59620

Dear Don:

This is a follow up to my previous letter in which I expressed my concern with staffing levels within the Department, resulting in a reduced ability to carry out delegated Federal environmental programs. I would like to focus in this letter on the Department's Hazardous Waste Program, where I believe this problem has increased in magnitude since then.

The loss of an attorney and the loss of one of the program's permit staff have heightened my concern with staffing levels within the Hazardous Waste Program. At the time of the loss, the attorney provided all of the Hazardous Waste legal support for the Solid and Hazardous Waste Bureau (SHWB), and the permit writer was half the SHWB's permit staff. Both of these losses occurred within the last 45 days.

Based on information from the Solid and Hazardous Waste Bureau (SHWB), over the last two years, four new technical employees have been hired into the Hazardous Waste program, and five have left the program. Of the current ten technical staff, only three have been with the program for more than 18 months. Over the last two years, the Department has had a continuing vacancy rate in this program of from two to four positions at any given time. Such turnover and vacancy rates severely restrict the SHWB's ability to implement delegated programs.

Table 1 illustrates how the issuance of post-closure permits has been repeatedly postponed due to insufficient staffing. Continuing to postpone the issuance of these permits increases the risk that such facilities may become future Superfund sites, and may create a regulatory credibility problem for the DHES.

I am also concerned with the rate at which the SHWB has attempted to update its program as new program elements have been added by EPA. The SHWB has repeatedly missed schedules for application to EPA for additional program elements, as Table 2 illustrates. As you know, regulatory deadlines apply to the State's application for additional program elements. Moreover,

EPA is authorized to initiate program withdrawal proceedings if a state fails to apply for additional program elements in a timely fashion.

The SHWB's Hazardous Waste program currently projects issuing one new storage and two post-closure permits, and modifying one current operating permit during the next State fiscal year. In addition, two new facility permit applications may be received, bringing the total number of permit applications under consideration next State Fiscal Year to six. All but two of these will require a substantial amount of time and expertise on the part of the permit staff. There are currently only two permit writers on staff, one of which is newly hired. The SHWB must obtain additional experienced staff soon if these targets are to be met.

The 1984 Hazardous and Solid Waste Act (HSWA) amendments to RCRA brought to the hazardous waste program a substantially increased workload - cleanup of non-regulated units (solid waste management units) at hazardous waste facilities is now required for each facility that requires an operating or post-closure permit. This corrective action process mirrors the Superfund process, and will require a substantial increase in staff to be carried out. EPA is engaged in three RCRA Corrective Actions in Montana, currently in the RCRA Facility Investigation (RFI) phase, and is negotiating a fourth. The SHWB anticipates issuing a post-closure permit to Cenex next fiscal year, bringing the total possible RFIs to five.

HSWA Corrective Action activities are high among EPA's priorities for FY91. This emphasis will likely continue into future years. Those states not authorized for Corrective Action activities should anticipate receiving proportionately fewer RCRA grant dollars in future years. I believe Montana will suffer in future years because of a lack of HSWA authorization.

Given current and anticipated staffing levels within the SHWB's hazardous waste program, I could not recommend that the State of Montana be authorized for any of the HSWA provisions of RCRA at this time.

I believe that immediate measures to correct this situation are necessary. I will offer EPA's assistance where possible, but I must emphasize that a commitment by the State to a comprehensive long-term solution is a necessary pre-condition to that assistance. I offer the following suggestions as starting points:

- The Montana Department of Health and Environmental Sciences (MDHES) may apply to EPA for one or more Intergovernmental Policy Act (IPA) positions to maintain the Bureau's ability to implement the RCRA

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program while long term solutions are implemented. If a successful IPA agreement can be reached, EPA would "loan" an experienced employee(s) to the MDHES, and the MDHES would fund part of the employee's salary and other associated costs.

- The MDHES should investigate the use of limited contract assistance to accomplish specific program tasks in the short-term, such as closure plan reviews, permit application completeness reviews, specific technical assessments, and specific field activities. EPA may also be able to provide assistance in some of these areas, if requested.

- Because the SHWB has consistently exceeded its SEA generator inspection targets over the last several years, the SHWB may be able to train and assign a generator inspection staff member to the permit section without jeopardizing its generator inspection commitments.

- The MDHES should re-evaluate current promotion and retention policies. You have been able to hire highly competent staff, but retention of those staff has been a problem. I believe this step is critical to bringing about a permanent solution to the staffing problem.

I hope this letter clearly outlines my concerns. Please call me at 449-5432 or Eric Finke at 449-5414 if you have any questions or comments.

Sincerely,

John F. Wardell, Director
Montana Office

Attachments

cc: James J. Scherer, SRA w/attchachments
Robert L. Duprey, 3 HWM w/attchachments

TABLE 1.
History of Projected Post-Closure Permit Issuances in Montana

Facility	Action [1]	8/87 Prjctn [2]	1/88 Prjctn [2]	5/88 Prjctn [2]	7/88 Prjctn [2]	1/89 Prjctn [2]	10/89 Prjctn [2]	1/90 Prjctn [2]
Burl-North Paradise	PC Perm	FY89	FY89	FY89	FY89	2QFY91	2QFY91	No Prj
Cenex	PC Perm	NA	NA	4QFY88	1QFY89	?QFY90	?QFY90	2QFY91
Conoco Refinery	PC Perm	4QFY88	No Prjn	No Prjn	No Prjn	4QFY91	4QFY91	4QFY91
Flying J	PC Perm	1QFY89	1QFY89	?QFY89	?QFY89	3QFY90	No Prjn	3QFY92
Montana Refining	PC Perm.	No Prjn	No Prjn	No Prjn	No Prjn	3QFY90	3QFY90	2QFY92
Transbas	PC Perm	3QFY88	3QFY88	?QFY89	?QFY89	3QFY91	3QFY91	?QFY93

Notes:

[1] PC Perm = Issuance of post-closure permit.

[2] "Prjctn" = "projection."

Date above "Prjctn" indicates the date of the Facility Management Plan in which action date is projected. Facility Management Plans are normally updated on a quarterly basis.

?QFYxx means that the uncertainty of the projection was such that the action could only be projected to occur sometime during FY "xx."

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-BDunn Der Sub

TABLE 2.

History of Projected Dates to Submit Authorization Applications

Cluster	Draft Application Due Date	First Revised Due Date	Second Revised Due Date	Third Revised Due Date	Date Draft Application Submitted
Non-HSWA 1 (except 3006(f))	7/86	3/1/87	3/15/90		3/2/87 [4]
3006(f) only [6]	7/87	1/4/88			
Non-HSWA 1 including 3006(f) [4]	See above	1Q FY91 [3]			
Non-HSWA 2	7/87	3/1/88	1Q FY91 [3]		
Non-HSWA 3	7/88	3/1/89	6/1/90 [1]	1Q FY91 [3]	
Non-HSWA 4	7/89	6/1/90 [1]	1Q FY91 [3]		
Non-HSWA 5	7/90	8/1/90 [1]	2Q FY91 [3]		
HSWA 1	7/89	9/1/90 [1]	3Q FY91 [3,5]		
HSWA 2	7/91	NA	NA	NA	NA
Small Generator rule revision	9/89 [2]	3/15/90 [1]	7/1/90 [1]		Draft rule submitted 1/3/90 [7]

Notes: Except where noted, revised due dates reflect extensions requested by State and agreed by EPA. Exceptions are noted below.

[1] Extension requested by State, but not yet approved by EPA.

[2] Due date is contained in a June 13, 1989 letter from John Warcell, EPA, to Larry Lloyd, CHES.

Notes continued next page.

[3] This date is contained in the current draft of the SFY 91 SEA work plan.

[4] EPA approval of the Non-HSWA 1 application (excluding 3006(f)) was precluded by the inclusion of a small generator rule in the application which could not be approved. The State was to revise the rule and resubmit the application. See also "Small Generator rule revision" schedule.

[5] During the FY90 mid-year review, EPA recommended that application for the HSWA provisions be postponed until adequate State resources become available to handle the increased workload associated with these provisions.

[6] Due to a need for a statutory change, 3006(f) was placed on a schedule separate from that of the remainder of Non-HSWA 1. The State's latest proposed schedule shows it re-included with the remainder of the Non-HSWA 1 provisions. See next row of this table.

[7] This rule is to be part of the HSWA 1 cluster application.

ATTACHMENT E

E. Pizzini DEC
J. Opitz
L. Lloyd

BROWNING, KALECZYC, BERRY & HOVEN, P.C.
ATTORNEYS AT LAW
139 NORTH LAST CHANCE GULCH
POST OFFICE BOX 1697
HELENA, MONTANA 59624

TELEPHONE
(406) 449-6220
TELEFAX
(406) 443-0700

R. STEPHEN BROWNING
STANLEY T. KALECZYC
LEO BERRY
J. DANIEL HOVEN
OLIVER H. GOE
KATHARINE S. DONNELLEY
JON METROPOULOS
LEO S. WARD
MARCIA D. MORTON

EXHIBIT 2
DATE 1-17-91
Dum Serv Sub

July 24, 1990

RECEIVED
JUL 26 1990
MDHES
DIRECTOR'S OFFICE

Mr. Donald E. Pizzini, Director
Department of Health & Environmental Sciences
Room C108, Cogswell Building
Helena, MT 59620

Re: Oversight Cost - BNRR Fueling and Repair Sites

Dear Don:

As you are probably aware, representatives of Burlington Northern Railroad Company (BNRR) and the Department have met concerning the remaining fueling and repair facilities operated by BNRR. The tentative agreement provides that individual consent decrees will be entered into on each group of sites to be addressed each year. For example, in 1990 a consent decree will be negotiated covering Missoula, Whitefish, Glasgow, Essex, Jones Junction, and Shelby. In 1991, a consent decree will be negotiated covering those sites listed in Category B on the matrix earlier submitted to you. Also discussed at the meeting was the matter of oversight costs.

It is recognized that the Department does not currently have the personnel capabilities to provide its desired oversight level at the various fueling and repair sites. The Department indicated that it intended to advertise for and secure the employment of one FTE for such oversight. Without commenting on the level of personnel necessary at this time, BNRR commits to reimburse the Department for its reasonable costs related to such oversight. As the various projects proceed and a more accurate understanding of the personnel needs is accumulated, it may be necessary to modify the extent of oversight personnel dedicated to the various sites.

If you have any questions, please do not hesitate to contact me.

RECEIVED
JUL 26 1990
Environmental Sciences Div.

Sincerely,

BROWNING, KALECZYC, BERRY & HOVEN, P.C.

By Leo Berry
Leo Berry

/arh
cc: John Arrigo
Ray Hoffman
John Larson

ATTACHMENT E

E. Pizzini HBC
J. Opitz
L. Lloyd

BROWNING, KALECZYC, BERRY & HOVEN, P.C.
ATTORNEYS AT LAW
139 NORTH LAST CHANCE GULCH
POST OFFICE BOX 1697
HELENA, MONTANA 59624

TELEPHONE
(406) 449-6220
TELEFAX
(406) 443-0700

R. STEPHEN BROWNING
STANLEY T. KALECZYC
LEO BERRY
J. DANIEL HOVEN
OLIVER H. GOE
KATHARINE S. DONNELLEY
JON METROPOULOS
LEO S. WARD
MARCIA D. MORTON

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BROWNING, KALECZYC, BERRY & HOVEN, P.C.

By Leo Berry
Leo Berry

/arh
cc: John Arrigo
Ray Hoffman
John Larson

Attachment F

Please route/return to staff

DEPARTMENT OF HEALTH AND ENVIRONMENTAL SCIENCES

New File – Personnel (last drawer) Salaries/Benefits

STAN STEPHENS, GOVERNOR

COGSWELL BUILDING

STATE OF MONTANA

FAX # (406) 444-2606

HELENA, MONTANA 59620

EXHIBIT 2
DATE 1-17-91
HB Dum Sew Sub

November 3, 1989

MEMORANDUM

TO: Bob Marks, Chairman
Committee on State Employee Compensation

FROM: Donald E. Pizzini, Director

SUBJECT: Survey of Salaries and Benefits of State and Local Air Pollution Control Agencies

Attached is a copy of a survey of "Salaries and Benefits of State and Local Air Pollution Control Agencies." This survey was conducted by the State and Territorial Air Pollution Program Administrators (STAPPA) and the Association of Local Air Pollution Control Officials (ALAPCO), and it is being provided to the Committee on State Employee Compensation by the department's Air Quality Bureau (AQB). AQB is a member of STAPPA and was a participant in the survey.

Salaries of all participating state air pollution agencies are listed in Table 1 and agency characteristics and employee benefits are detailed in Table 2 of the survey. Montana's air pollution control agency is included in the survey as #B in the Region VIII section of Tables 1 and 2. This breakdown allows comparison of Montana's program with similar state programs in Region VIII (Colorado, Montana, Utah, North Dakota, South Dakota and Wyoming) and with programs in the rest of the country. Based on the survey, the department would like to bring a number of concerns to the committee's attention:

1. Salaries of Montana's air program managers and experienced professionals are the lowest in Region VIII and are among the lowest in the country. For example, listed salaries for the air program director and top-level engineers rank the lowest in Region VIII.

2. Montana salaries for entry level positions, while not the highest in the region, are more competitive.

3. Table 2 indicates that basic benefits provided by the State of Montana are in the range of those provided by similar state agencies.

This brief summary indicates that Montana's air pollution control agency may be able to attract entry level employees, out has a difficult time rewarding and retaining experienced personnel. Further, our ability to fill upper level positions with experienced and talented people is very limited by the current salary structure. Lastly, we would like to point out that this survey covers only state and local agencies and does not address the wide disparity between Montana's agency and either the private sector or federal employment.

The department appreciates the opportunity to supply the committee with this information and we wish you success in your efforts to improve the State of Montana pay system.

DEP/JTC:kh

cc: Larry Lloyd
Melva Miller

2
1-17-91

SALARIES AND BENEFITS OF STATE AND LOCAL AIR POLLUTION CONTROL AGENCIES

RESULTS OF A SURVEY

Prepared By

Bernard A. Solnik

Office Manager

STATE AND TERRITORIAL AIR POLLUTION PROGRAM ADMINISTRATORS

AND THE

ASSOCIATION OF LOCAL AIR POLLUTION CONTROL OFFICIALS

April 1989

SALARIES AND BENEFITS OF STATE AND LOCAL AIR POLLUTION CONTROL AGENCIES

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DATE 1-17-91
HB Dum Sen Sub

STAPPA/ALAPCO
444 North Capitol Street, N.W.
Suite 306
Washington, D.C. 20001

ACKNOWLEDGEMENTS

This report was compiled under the direction of Mary M. Sullivan, Staff Associate of the State and Territorial Air Pollution Program Administrators (STAPPA) and the Association of Local Air Pollution Control Officials (ALAPCO). Assistance was provided by S. William Becker, Executive Director and Nancy R. Kruger, Staff Associate of STAPPA and ALAPCO.

On behalf of the associations, we wish to thank the state and local air pollution control agencies that responded to the survey. Without the information they provided, this report would not have been possible.

PREFACE

Many state and local air pollution control agencies have expressed interest in sharing and comparing information regarding air pollution control agency employee salaries and benefits. The State and Territorial Air Pollution Program Administrators (STAPPA) and the Association of Local Air Pollution Control Officials (ALAPCO) recently surveyed state and local agencies concerning salaries, agency employment characteristics, and employee benefits. The results of the survey are presented in this report.

STAPPA is the national association of state air quality officials in the 54 states and territories of the United States. ALAPCO is the national association representing local air pollution control officials in over 165 major metropolitan areas across the United States. The members of STAPPA and ALAPCO have primary responsibility for implementing federal, state, and local air pollution control programs. Both agencies serve to encourage the interchange of experience and information among air pollution control officials; enhance communication and cooperation among federal, state, and local regulatory agencies; and promote air pollution control activities. STAPPA and ALAPCO have joint headquarters located in Washington, D.C.

The opinions expressed are those of the individual state and local program officials. The purpose of this document is to present factual data only. It should be noted that some of the agencies may have altered their salaries and/or other information since the survey was conducted, and therefore it should be read as a "snapshot," current as of August 1988.

INTRODUCTION

DESCRIPTION and PURPOSE

The State and Territorial Air Pollution Program Administrators and the Association of Local Air Pollution Control Officials surveyed 50 state and 215 local air pollution control agencies across the United States. The survey sought information on agency employment characteristics including: salaries and how they compare to local industry wages, raises, education and experience requirements, number of employees, average length of employment, turnover rate, reasons for turnover, and benefits (i.e., retirement, Social Security, life and medical insurance, vacation days and sick leave allotments).

This report represents a compilation of survey responses from 47 state and 42 local agencies. The results of this survey may facilitate comparisons of information among state and local air pollution control agencies and between air agencies and other public and private organizations. This report may also serve as a resource for current and prospective air pollution control officials who seek guidance on employment characteristics in the field of air pollution control.

METHODOLOGY

Information presented in this report represents a summary and compilation of responses to a questionnaire (see Appendix A) circulated during the summer of 1988 to state and local air pollution control agencies by STAPPA/ALAPCO.

The questionnaire solicited information of three kinds to provide a general understanding of 1) position-specific characteristics, 2) agency employment characteristics, and 3) employee benefits.

The questionnaire requested information about specific top-level, mid-level, and entry-level positions. Each position title was subject to the definition of the individual agencies. When more than three position levels were included in a survey response, the middle levels were averaged together to form an aggregate mid-level value. When fewer than three levels were provided, the data was entered according to the level designated by the respondent.

Some agencies reported salaries as single figures while other agencies provided ranges. When ranges were supplied, the upper and lower were averaged to form an aggregate, single

value. Most salaries were reported as annual totals. Monthly salaries were multiplied by 12, and hourly wages were multiplied by 2,080 (52 weeks times 40 hours) to convert them into annual salaries. Totals were rounded to the nearest dollar.

When a respondent indicated that the budget figure represented a two-year period, the response was halved to yield an annual budget value.

Except as noted above, this summary reports the information as the agencies supplied it on their questionnaires. It is possible that some of the respondents may have misinterpreted questions, and, to the extent that this occurred, those misinterpretations would appear in this report. However, an effort was made to clarify obvious misunderstandings. In other cases, respondents may have failed to supply information in some of the areas requested.

TABLES OF AGENCY DATA

Beginning on page 12 are a series of tables that supply agency-specific salary and benefit information. The tables include individual agency responses, averages for each region (see Appendix B for a listing of states by region) and all responses, and the highest and lowest responses for each question. Tables 1 and 2 contain information from state agencies and Tables 3 and 4 from local agencies. Blanks appear in the tables when no answer was provided by an agency or when a calculation was not possible (e.g., when there were no numbers to be averaged) or relevant (e.g., there were no high, low or average values for "Yes/No" responses). Averages do not include blanks; however, responses of "zero," (e.g., turnover rate) are included in calculations. No answer from an agency for a particular question may mean that the information was not available, the question was not pertinent, or the answer was zero. Numbers expressed in currency are rounded to the nearest dollar and all other numbers are rounded to one decimal place. On the tables, the abbreviation "AVG" stands for "average."

Highlights and analysis of this data follow. Further examination of Tables 1, 2, 3 and 4 may yield additional information.

SURVEY FINDINGS: STATE AGENCY PROGRAMS

Forty-seven states (including Washington, DC) from all ten regions responded. Four states -- Iowa, Rhode Island, Mississippi and Arkansas -- did not respond to the survey.

SALARY

The survey respondents provided salary information for most top-level, mid-level, and entry-level positions. Based on the survey results, the following observations may be made.

There are considerable differences in salaries within agencies and among regions. Within each agency, salaries increase as position levels rise.

Agency directors earn the highest average salary, followed in descending order by: deputy directors, engineers, professional non-engineers, chemists, administrators, inspectors, technicians, and clerks.

The highest paying region overall is Region 2, followed in descending order by Regions 10, 9, 6, 1, 5, 8, 4, 7, and 3. This ranking was determined by tabulating how often each region placed in rankings by individual position. Rankings of regions by individual position vary. The differences among regional average salaries for a given position range from approximately $4,000 (for mid-level clerks) to $37,000 (for agency directors).

The survey requested information on how agency salaries for each position compare with salaries of equivalent positions in industry in the area. Although only one-fourth of the questions on this topic were answered, the following observations may still be made: seventy-five percent of the responses indicated that agency salaries are below industry salaries. The remaining responses are divided equally between "above" and "equivalent." Nearly half of the "above" answers represent salaries for clerks. The most frequently mentioned positions with equivalent salaries are inspectors, technicians, and clerks. Engineers are the most frequently identified as earning less than industry (22.8 percent of the "below" responses were for engineer positions).

OTHER POSITIONS

The survey provided space for agencies to list positions that did not clearly fit the categories used by the survey. The responses indicated that air pollution control agencies

employ the following, in addition to the positions specifically mentioned in the survey: computer programmer, data processor, meteorologist, messenger, custodian, attorney, modeller, epidemiologist and planner.

EDUCATION and EXPERIENCE REQUIREMENTS

The survey requested education and experience requirements for each position. Some agencies noted that education can substitute for years of experience and some agencies noted that experience can substitute for education requirements. Some agencies merely require knowledge, skills, and abilities and do not stipulate minimum education or experience requirements.

Sixty-three percent of the responding agencies specifically answered that the agency director must have at least a bachelor's degree, while 17 percent do not require the director to have a bachelor's degree. Five agencies did not answer this question.

AGENCY EMPLOYMENT CHARACTERISTICS

Budget

The region with the largest average budget is Region 9, followed in descending order by Regions 2, 6, 5, 3, 4, 10, 1, 8, and 7. The average budget for all agencies is approximately $6.25 million. The largest agency budget reported is $81 million and the smallest is $350,000.

Staff Size

The region with the largest average staff size is Region 2, followed in descending order by Regions 9, 6, 5, 3, 4, 1, 10, 8, and 7. The average staff size for all agencies is approximately 88 employees. The largest agency staff size reported is 680 employees and the smallest is 8.5 (the fraction represents a part-time employee).

Turnover

The region with the highest average annual turnover rate is Region 6, followed in descending order by Regions 8, 9, 3, 5, 10, 1, 4, 7, and 2. The average annual turnover rate for all agencies is nine percent. The highest individual agency turnover rate is 43 percent and the lowest is 1 percent.

Seventy-six percent of responding agencies reported that one reason personnel leave is to pursue higher-paying opportunities. Twenty-five percent of responding agencies reported that one reason personnel leave is for better jobs. Other, less frequent

answers included: pursuit of educational opportunities, relocation, retirement, poor working conditions, low morale, career change, and a change of employers. Two agencies did not respond to the question.

Raises

Fifty-three percent of responding agencies included cost of living adjustments as a basis for raising salaries. Forty-seven percent included merit raises, 23 percent listed collective bargaining, and nearly 13 percent mentioned legislative mandate. Less frequent responses included: automatic raises, step increases, promotions, length of employment, and results of salary surveys.

EMPLOYEE BENEFITS

Every responding agency offers a retirement plan to its employees. The size of contributions is generally expressed as a percentage of the employees' salaries and varies among agencies. Contributions may also vary among employees within an agency, with a higher percentage contribution for those employees with higher salaries. The size of the contribution made by the agency (i.e., the state government) ranges from 100 percent of the entire contribution to 0 percent (the employee pays the entire contribution). One agency did not answer the question.

Seventy-nine percent of responding agencies provide Social Security.

All but one responding agency offer employees a life insurance policy. The agency that does not offer a plan intends to offer life insurance in 1989. Amount of coverage is typically $10,000 or a multiple of the employee's salary.

All responding agencies contribute to employee health plans.

Vacation time for first-year employees ranges from zero to 24 days and averages 12.5 days. Vacation days for fifth-year employees range from 10 to 30 and average 15.7. Vacation days for fifteenth-year employees range from 15 to 36 and average 21.

A typical employee receives an average of 13.5 sick days each year. However, responses ranged from six to 21 days per year.

REGIONAL CORRELATIONS

An examination of the data in Tables 1 and 2 reveals positive correlations between regional budgets and regional average salaries of agency directors; regional budgets and regional average staff sizes; and regional average salaries of agency directors and regional average staff sizes. (For example, a correlation may be made between regional average budgets and regional average salaries of directors because regions with higher average agency budgets also had higher average salaries of directors. Conversely, regions with mid or lower average agency budgets had mid or lower average salaries of directors, respectively.) This means that the ranking of a region, relative to the other regions, in one characteristic will nearly or exactly match its ranking in the correlated characteristic. This may imply -- but certainly does not conclude -- that a causal relationship exists between the pairs of statistics.

Further examination did not reveal correlations involving regional average overall salary ranking.

SURVEY FINDINGS: LOCAL AGENCY PROGRAMS

Results of the survey of local agencies, including responses to individual questions, averages for regions and all responses, and highest and lowest responses for each question appear in Tables 3 and 4 (pages 18-23). Forty-two local agencies from eight regions and 22 states (19.5% of those surveyed) responded to the questionnaire. There were no responses from local agencies in Regions 1 and 2. There were four responses from Region 3, nine responses from Region 4, four responses from Region 5, one response from Region 6, five responses from Region 7, two responses from Region 8, 11 responses from Region 9, and six responses from Region 10. In making regional comparisons, it must be noted that some regions are better represented than others.

SALARY

Salary information was provided for top-level, mid-level, and entry-level positions. There are considerable differences in salaries within agencies and among regions.

Within each agency, salaries increase as position levels rise. Averages of the 42 responses do not necessarily reflect this tendency because of significant variations in individual agency pay scales. An entry-level position in one agency, for example, may pay more than the mid-level equivalent position in another agency.

Agency directors earn the highest average salary, followed in descending order by: deputy directors, engineers, chemists, administrators, professional non-engineers, inspectors, technicians, and clerks.

Rankings of regions by individual position vary. The differences among regional average salaries for a given position range from approximately $5,000 (for mid-level inspectors) to $27,000 (for top-level administrators).

The survey requested information on how agency salaries for each position compare with salaries of equivalent positions in industry in the area. Although only one-fifth of the questions on this topic were answered, the following observations may still be made: seventy-two percent of the responses indicated that agency salaries are below industry salaries, while fifteen percent of the salaries are above and 13 percent are equivalent. Just over one quarter of the "above" answers represent salaries for clerks. The most frequently identified position with equivalent

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salaries is also clerk. Engineers are the most frequently mentioned as earning less than industry (19.7 percent of the "below" responses were for engineer positions).

OTHER POSITIONS

The survey provided space for agencies to list positions that did not clearly fit the categories used by the survey. The responses indicated that air pollution control agencies employ the following, in addition to the positions specifically mentioned in the survey: computer programmer, data specialist, meteorologist, laborer, attorney, planner, public affairs coordinator, and public health educator.

EDUCATION and EXPERIENCE REQUIREMENTS

The survey requested education and experience requirements for each position. Some agencies noted that education can substitute for years of experience and some agencies noted that experience can substitute for education requirements. Some agencies merely require knowledge, skills, and abilities and do not stipulate minimum education or experience requirements.

Eighty-four percent of the responding agencies specifically answered that the agency director must have at least a bachelor's degree, while 16 percent do not require the director to have a bachelor's degree. Ten agencies did not answer the question.

AGENCY EMPLOYMENT CHARACTERISTICS

Budget

The responding region with the largest average budget is Region 3, followed in descending order by Regions 5, 9, 10, 4, 7, 6, and 8. The average budget for all agencies is approximately $824,000. The largest agency budget reported is $4.25 million and the smallest is $55,000.

Staff Size

The region with the largest average staff size is Region 3, followed in descending order by Regions 9, 5, 4, 10, 7, 6, and 8. The average staff size for all agencies is approximately 22 employees. The largest agency staff size reported is 220 employees and the smallest is one employee.

Turnover

The region with the highest average annual turnover rate is Region 5, followed in descending order by Regions 10, 4, 6, 7, 3, 8, and 9. The average turnover rate for all agencies is 10 percent. The highest individual agency turnover rate is 50 percent and the lowest is zero.

Seventy-seven percent of responding agencies reported that one reason personnel leave is to pursue higher-paying opportunities. Twenty-three percent of responding agencies reported that one reason personnel leave is for retirement. Other, less frequent answers included: better job opportunities, pursuit of educational opportunities, relocation, career changes, and lay-offs or threat of lay-offs. Seven agencies did not respond to this question.

Raises

Nearly 79 percent of responding agencies included cost of living adjustments as a basis for raising salaries. Fifty-two percent included merit raises, 14 percent listed step increases, and nearly 10 percent mentioned union bargaining. Less frequent responses included: promotion, results of salary surveys and comparisons to other agencies.

EMPLOYEE BENEFITS

Every responding agency offers a retirement plan to its employees. The size of contributions is generally expressed as a percentage of the employees' salaries and varies among agencies. Contributions may also vary among employees within an agency, with a higher percentage contribution for those employees with higher salaries. The size of the contribution made by the agency ranges from 100 percent of the entire contribution to 0 percent (the employee pays the entire contribution). Two agencies did not respond to the question.

Seventy-six percent of responding agencies provide Social Security.

All but three responding agencies offer employees a life insurance policy. Amount of coverage is typically $10,000 or a multiple of the employee's salary. Five agencies did not answer the question.

All responding agencies contribute to employee health plans. Four agencies did not respond to the question.

Vacation time for first-year employees ranges from eight to 29 days and averages 12.2 days. Vacation days for fifth-year employees range from 10 to 29 and average 16. Vacation days

for fifteenth-year employees range from 15 to 36 and average 22. The upper levels of these ranges represent agencies that combine vacation and sick days and permit employees to use their leave for either reason.

A typical employee receives an average of 13.5 sick days each year. Responses ranged from six to 21 days per year.

REGIONAL CORRELATIONS

An examination of the data in Tables 3 and 4 reveals a positive correlation between regional budgets and regional average staff sizes. This may imply -- but certainly does not conclude -- that a causal relationship exists between this pair of statistics. What can be stated, however, is that the ranking of regions by average budget nearly matches the ranking of regions by average staff size.

Further examination did not reveal correlations between regional budget and regional average salary of agency director; regional average salary of agency director and regional average staff size; or regional average overall salary ranking and any of the aforementioned variables.

Table 1. State Air Pollution Control Agency Salaries (listed by Region)

ICY	SALARY OF DIRECTOR	SALARY OF DEPUTY DIRECTOR	SALARY OF ENTRY-LEVEL ENGINEER	SALARY OF MID-LEVEL ENGINEER	SALARY OF TOP-LEVEL ENGINEER	SALARY OF ENTRY-LEVEL INSPECTOR	SALARY OF MID-LEVEL INSPECTOR	SALARY OF TOP-LEVEL INSPECTOR	SALARY OF ENTRY-LEVEL PROFESSIONAL NON-ENGINEER	SALARY OF MID-LEVEL PROFESSIONAL NON-ENGINEER	SALARY OF TOP-LEVEL PROFESSIONAL NON-ENGINEER	SALARY OF ENTRY-LEVEL CHEMIST	SALARY OF MID-LEVEL CHEMIST
A	$56,500	$53,570	$28,900	$32,000	$43,300					$36,600	$41,000	$23,000	$31,000
B	$52,052	$43,888	$27,924	$37,672	$50,856	$24,076	$26,628	$33,696	$27,924	$37,652	$50,586	$26,624	
C	$42,255		$23,691	$26,166	$30,243				$22,692	$24,897	$28,766	$20,716	$24,897
D	$40,176		$24,790	$27,810	$31,304			$26,240	$29,484		$31,304		
E	$45,000		$25,400	$30,300	$33,000	$17,500	$19,000	$22,400	$25,408	$29,000			
I)	$47,197	$48,729	$26,141	$30,790	$37,741	$20,788	$22,814	$27,445	$26,377	$32,037	$37,914	$23,447	$27,949
A	$73,920	$66,881	$23,404	$38,639	$55,334				$22,124	$35,984	$55,334	$22,124	$35,984
B	$71,000	$68,000	$30,500	$37,500	$44,000	$23,000	$29,000	$34,500	$29,000	$35,500	$44,000	$28,500	$35,500
II)	$72,460	$67,441	$26,952	$38,070	$49,667	$23,000	$29,000	$34,500	$25,562	$35,742	$49,667	$25,312	$35,742
A	$42,800		$23,000	$26,500	$30,000				$14,900	$28,300	$40,000	$19,000	$23,000
B	$55,000	$45,000	$25,000	$30,000	$46,000	$17,000	$25,000	$30,000	$17,000	$25,000	$30,000		
C	$55,700	$53,500	$22,266	$34,773	$37,554	$16,597	$23,910	$25,754	$16,597	$25,754	$32,197	$16,597	$22,204
D	$50,000	$35,000	$22,000	$28,000	$35,000	$18,719	$20,225	$26,856	$23,000	$28,000	$37,000	$20,000	$33,000
E	$60,000	$45,000	$23,000	$31,000	$37,000				$21,755	$28,500	$35,000		
F	$63,438	$42,280	$27,085	$29,595	$32,355	$18,962	$22,655	$27,085	$20,720	$27,085	$38,678		$24,767
III)	$54,490	$44,156	$23,725	$29,978	$36,318	$17,820	$22,948	$27,424	$18,995	$27,107	$35,479	$18,532	$25,743
A	$32,916	$24,552	$22,272	$24,552	$27,072	$12,408	$15,072	$18,324	$16,608	$20,196	$22,272	$15,072	$20,196
B	$37,000	$33,850	$17,124	$27,492	$35,856	$16,392	$27,492	$32,172	$23,988	$32,172	$35,136		
C	$64,000		$26,000	$40,000	$50,000	$15,000	$25,000	$34,000	$19,000	$28,000	$40,000	$20,000	$30,000
D	$60,000		$32,832	$35,769	$39,015				$24,516	$31,803	$35,769	$25,542	$34,275
E	$47,200	$44,172	$24,388	$30,859	$41,960				$19,274	$25,000	$37,301	$19,274	$24,000
F	$49,000	$43,000	$27,000	$35,000	$40,000				$27,000	$30,000	$32,000	$27,000	
G	$55,000	$50,000	$25,000	$30,000	$42,000				$20,000	$28,000	$40,000		
IV)	$49,302	$39,115	$24,945	$31,953	$39,415	$14,600	$22,521	$28,165	$21,484	$27,882	$34,640	$21,378	$27,118
A	$66,000	$58,700	$23,500	$36,100	$52,900				$21,050	$31,100	$39,300		
B	$60,552	$54,924	$25,992	$33,441	$44,100				$25,326	$30,990	$42,046		
C	$47,502	$43,394	$21,528	$23,868	$40,118	$19,760	$21,086	$40,118	$15,444	$19,760	$25,194	$16,224	$21,086
D	$51,500		$24,200	$27,900	$30,100	$19,300	$24,200	$28,000	$19,300	$24,200	$28,000	$23,800	$26,000
E	$53,160	$49,486	$28,647	$34,609	$41,593	$24,471	$27,102	$30,046					
F	$54,000		$21,154	$27,477	$33,238	$21,154	$22,880	$27,477					
V)	$55,452	$51,626	$24,170	$30,566	$40,342	$21,171	$23,817	$31,410	$20,280	$26,513	$33,635	$20,012	$23,543
A	$56,627	$47,277	$27,492	$34,122	$40,578	$22,566	$28,254	$39,486	$32,826	$36,594	$39,090	$22,566	$29,346
B	$50,280		$25,560	$29,262	$31,314	$22,326	$23,886	$27,348					
C	$42,228	$32,424	$20,904	$26,040	$31,644	$20,904	$25,146	$29,412	$19,808	$25,146	$30,876		
D	$46,307		$28,225	$30,213	$40,000	$18,000	$24,000	$30,000	$30,500	$33,000	$36,000		
VI)	$48,861	$39,851	$25,545	$29,909	$35,884	$20,949	$25,322	$31,562	$27,711	$31,580	$35,322	$22,566	$29,346

Table 1. (continued) State Air Pollution Control Agency Salaries (Listed by Region)

AGENCY	SALARY OF DIRECTOR	SALARY OF DEPUTY DIRECTOR	SALARY OF ENTRY-LEVEL ENGINEER	SALARY OF MID-LEVEL ENGINEER	SALARY OF TOP-LEVEL ENGINEER	SALARY OF ENTRY-LEVEL INSPECTOR	SALARY OF MID-LEVEL INSPECTOR	SALARY OF TOP-LEVEL INSPECTOR	SALARY OF ENTRY-LEVEL PROFESSIONAL NON-ENGINEER	SALARY OF MID-LEVEL PROFESSIONAL NON-ENGINEER	SALARY OF TOP-LEVEL PROFESSIONAL NON-ENGINEER	SALARY OF ENTRY-LEVEL CHEMIST	SALARY O MID-LEVE CHEMIST
A	$37,188	$33,780	$26,484	$28,824	$31,320				$27,612	$31,320	$32,688		
B	$43,500		$29,500	$32,500	$39,500	$17,200	$23,100	$26,700					
C	$31,387		$21,823	$24,926	$29,198	$21,823							
AVG(VII)	$37,358	$33,780	$25,936	$28,817	$33,339	$18,212	$23,100	$26,700	$27,612	$31,320	$32,688		
A	$51,048	$47,628	$30,672	$42,000	$48,612	$29,214	$31,338	$47,568					
B	$33,289	$27,978	$21,597	$25,661	$27,978				$20,041	$23,599	$27,978	$18,604	$23,59
C	$45,864	$43,327	$28,517	$31,585	$35,162	$23,993	$28,517	$33,436					
D	$40,500		$25,418	$28,163	$31,492	$20,530	$20,530	$22,672	$25,418		$28,163		
E	$48,000	$34,800	$18,000	$24,000	$28,800				$18,000	$20,484	$24,000		
F	$45,000		$20,000	$35,000	$40,000						$38,000	$20,000	
AVG(VIII)	$43,950	$38,433	$24,034	$31,068	$35,341	$24,579	$26,795	$34,559	$21,153	$22,042	$29,535	$19,302	$23,599
A	$57,500		$29,680		$53,553	$20,566		$31,105	$21,584		$36,470		
B	$46,538		$31,131	$36,339	$42,492				$22,167	$29,172	$38,029		
C	$71,256	$67,284	$28,836	$34,527	$40,716				$26,292	$38,856	$44,712	$31,404	$36,132
D	$62,500	$40,000	$20,124	$24,912	$45,366	$17,292	$21,900	$45,366	$21,900	$33,500	$45,366		
AVG(IX)	$59,449	$53,642	$27,443	$31,926	$45,532	$18,929	$21,900	$38,236	$22,986	$33,843	$41,144	$31,404	$36,132
A	$39,000	$30,000	$23,305	$25,670	$28,300	$23,303	$24,468	$25,700		$25,000			
B	$49,572		$29,508	$34,224	$43,800	$23,664	$31,776	$40,680	$23,664	$31,776	$40,680	$30,240	$35,076
C	$46,536		$32,508	$37,536	$38,304				$24,456	$34,092	$37,536		
D	$54,168		$28,236	$39,558	$50,168			$51,806		$42,768			
AVG(X)	$47,319	$30,000	$28,389	$34,247	$40,143	$23,484	$28,122	$39,395	$24,060	$33,409	$39,108	$30,240	$35,076
ALL AGENCIES													
AVG	$50,723	$44,989	$25,394	$31,341	$38,770	$20,190	$24,487	$31,712	$22,677	$29,689	$36,229	$22,314	$28,337
HIGH	$73,920	$68,000	$32,832	$42,000	$55,334	$29,214	$31,776	$51,806	$32,826	$42,768	$55,334	$31,404	$36,132
LOW	$31,387	$24,552	$17,124	$23,868	$27,072	$12,408	$15,072	$18,324	$14,900	$19,760	$22,272	$15,072	$20,196

Table 1. (continued) State Air Pollution Control Agency Salaries (listed by Region)

AGENCY	SALARY OF TOP-LEVEL CHEMIST	SALARY OF ENTRY-LEVEL TECHNICIAN	SALARY OF MID-LEVEL TECHNICIAN	SALARY OF TOP-LEVEL TECHNICIAN	SALARY OF ENTRY-LEVEL ADMINISTRATOR	SALARY OF MID-LEVEL ADMINISTRATOR	SALARY OF TOP-LEVEL ADMINISTRATOR	SALARY OF ENTRY-LEVEL CLERK	SALARY OF MID-LEVEL CLERK	SALARY OF TOP-LEVEL CLERK
A	$35,000	$21,500	$30,000	$31,700	$27,000	$34,500		$16,000	$20,500	$23,800
B	$47,112	$21,736	$26,728	$33,696	$21,736		$34,866	$15,000		$21,000
C	$27,456	$20,716		$27,456		$34,257		$14,102	$14,768	$17,264
D	$22,184	$22,184	$24,794	$27,810				$16,318	$17,140	$18,013
E								$14,000	$15,500	
AVG(I)	$32,938	$21,534	$27,174	$30,166	$24,368	$34,379	$34,866	$15,084	$16,977	$20,019
A	$49,418	$15,729	$23,762	$28,042	$21,310	$28,283	$45,164	$16,548	$19,497	$25,832
B	$42,000	$21,500	$26,500	$31,000	$31,000	$39,500	$46,000	$14,500	$17,500	$22,000
AVG(II)	$45,709	$18,615	$25,131	$29,521	$26,155	$33,892	$45,582	$15,524	$18,499	$23,916
A	$35,000	$10,000	$13,000	$14,700	$24,500	$32,300	$39,000	$9,600	$15,900	$26,000
B					$15,000	$18,000	$20,000	$14,000	$15,000	$16,000
C		$12,000	$17,856	$22,204	$17,840	$23,910	$27,741	$11,310	$17,856	$20,619
D	$40,000	$17,000	$25,000	$29,000	$18,113	$22,748	$33,545	$16,500	$18,000	$22,000
E								$13,000	$16,000	$18,000
F	$27,085	$17,338	$18,962	$20,720	$29,595	$32,355	$42,280	$14,517	$15,859	$18,962
AVG(III)	$34,028	$14,085	$18,705	$21,656	$21,010	$25,863	$32,513	$13,155	$16,436	$20,264
A	$22,272		$15,072	$16,608		$20,196	$22,272	$10,200	$12,408	$15,072
B					$20,412	$23,280	$29,724	$11,988	$15,012	$17,892
C	$41,000	$15,000	$25,000	$29,000				$10,000	$17,000	$21,000
D	$39,015	$17,172	$20,811	$22,548					$38,436	$20,811
E	$34,487	$14,082	$15,231	$23,297	$12,517	$14,082	$18,410			
F	$35,000	$20,000	$23,000	$30,000	$20,000			$15,000		$16,000
G					$16,000	$22,000	$24,000	$11,000	$14,000	$20,000
AVG(IV)	$34,355	$16,564	$19,823	$24,291	$17,232	$19,890	$23,602	$11,638	$19,371	$18,463
A		$16,800	$28,900	$35,100	$18,900	$36,100	$45,200	$18,900	$25,600	$30,200
B		$23,705	$24,372	$30,153	$26,736	$33,912	$37,392	$15,768	$18,900	$20,586
C	$35,334	$9,464	$13,260	$24,050	$14,040	$19,760	$37,596	$10,634	$11,726	$18,382
D	$28,000	$20,800	$23,400	$27,900	$28,000	$30,100	$33,900	$17,900	$19,800	$24,500
E							$25,000	$18,124	$19,826	$21,694
F		$21,154	$27,447	$33,238	$21,154	$30,763	$40,996	$17,264	$18,886	$19,864
AVG(V)	$31,667	$18,385	$23,476	$30,088	$21,766	$30,127	$36,681	$16,432	$19,123	$22,538
A	$39,486	$18,576	$24,102	$29,070	$34,122	$39,090	$41,754	$14,406	$17,238	$18,390
B		$22,326	$23,886	$27,348		$31,314	$35,850	$27,804	$15,918	$22,326
C								$14,496	$18,504	$19,908
D		$15,000	$30,000	$38,000				$12,555	$13,731	$15,052
AVG(VI)	$39,486	$18,634	$25,996	$31,473	$34,122	$35,202	$38,802	$17,315	$16,348	$18,919

Table 1. (continued) State Air Pollution Control Agency Salaries (listed by Region)

AGENCY	SALARY OF TOP-LEVEL CHEMIST	SALARY OF ENTRY-LEVEL TECHNICIAN	SALARY OF MID-LEVEL TECHNICIAN	SALARY OF TOP-LEVEL TECHNICIAN	SALARY OF ENTRY-LEVEL ADMINISTRATOR	SALARY OF MID-LEVEL ADMINISTRATOR	SALARY OF TOP-LEVEL ADMINISTRATOR	SALARY OF ENTRY-LEVEL CLERK	SALARY OF MID-LEVEL CLERK	SALARY OF TOP-LEVEL CLERK
A		$18,480	$21,636	$25,428	$18,480			$12,852	$13,836	$15,456
B		$18,000	$21,000					$14,800	$16,500	
C								$14,168		
AVG(VII)		$18,240	$21,318	$25,428	$18,480			$13,940	$15,168	$15,456
A		$29,214	$31,338	$47,568	$24,036	$27,078	$44,100			
B	$30,484	$18,604	$21,618		$18,604			$15,021		
C		$19,521	$21,570					$15,506	$18,491	
D								$11,170		$15,912
E		$12,636	$18,000	$21,000				$7,200	$14,400	$22,800
F	$33,000		$25,000	$30,000				$13,000	$15,000	$18,000
AVG(VIII)	$31,742	$19,994	$23,505	$32,856	$21,320	$27,078	$44,100	$12,379	$15,964	$18,904
A		$19,038		$33,654	$17,323		$31,105	$11,746		$22,906
B								$16,125	$18,847	$22,168
C	$39,684	$26,736	$30,684	$33,684	$22,932	$24,924	$36,132	$16,440	$21,060	$24,324
D		$23,076		$24,456	$19,356	$29,730	$45,366	$13,260	$17,292	$23,880
AVG(IX)	$39,684	$22,950	$30,684	$30,598	$19,870	$27,327	$37,534	$14,393	$19,066	$23,320
A								$12,300	$14,000	
B	$40,680	$23,112	$29,508	$31,008			$40,680		$18,228	$21,372
C		$18,432	$19,260	$25,200	$28,908	$37,968	$43,824	$16,152	$17,568	$18,432
D	$47,448			$39,428	$25,620				$22,020	
AVG(X)	$44,064	$20,772	$24,384	$31,879	$27,264	$37,968	$42,252	$14,226	$17,954	$19,902
ALL AGENCIES										
AVG	$35,961	$18,807	$23,147	$28,608	$21,972	$28,590	$35,458	$14,314	$17,635	$20,432
HIGH	$49,418	$29,214	$31,338	$47,568	$34,122	$39,500	$46,000	$27,804	$38,436	$30,200
LOW	$22,184	$9,464	$13,000	$14,700	$12,517	$14,082	$18,410	$7,200	$11,726	$15,052

EXHIBIT 2
1-17-91
Hum Serv Sub

Table 2. State Air Pollution Control Agency Characteristics and Employee Benefits (listed by Region)

AGENCY	ANNUAL BUDGET	AGENCY STAFF	ANNUAL TURNOVER RATE	SOCIAL SECURITY (Yes/No)	OFFER LIFE INSURANCE (Yes/No)	CONTRIBUTE TO HEALTH INSURANCE (Yes/No)	VACATION 1ST-YEAR EMPLOYEES (Days/Year)	VACATION 5TH-YEAR EMPLOYEES (Days/Year)	VACATION 15TH-YEAR EMPLOYEES (Days/Year)	SICK DAYS (Days/Year)
A	$6,818,578	115.0	1.7%	Y	Y	Y	10.0	15.0	20.0	15.0
B	$4,500,000	150.0	15.0%	N	Y	Y	10.0	20.0	25.0	15.0
C	$1,300,000	35.0	10.0%	N	Y	Y	12.0	15.0	21.0	12.0
D	$861,400	19.0	5.0%	Y	Y	Y	12.0	15.0	21.0	16.0
E	$1,000,000	27.0	HIGH	Y	Y	Y	12.0	15.0	18.0	15.0
AVG(I)	$2,895,996	69.2	7.9%				11.2	16.0	21.0	14.6
A	$13,000,000	217.0	4.6%	Y	Y	Y	13.0	15.0	20.0	11.5
B	$23,000,000	189.0	5.0%	Y	Y	Y	12.0	15.0	20.0	15.0
AVG(II)	$18,000,000	203.0	4.8%				12.5	15.0	20.0	13.3
A	$1,750,000	58.0	12.0%	Y	Y	Y	15.0	18.0	24.0	18.0
B	$925,000	20.0	25.0%	N	Y	Y	13.0	20.0	26.0	13.0
C	$4,700,000	99.0	2.0%	Y	N	Y	10.0	10.0	20.0	15.0
D	$7,000,000	156.0	6.5%	Y	Y	Y	5.0	10.0	15.0	13.0
E	$1,200,000	26.0	7.7%	Y	Y	Y	15.0	18.0	21.0	18.0
F	$7,600,000	123.0	11.4%	Y	Y	Y	24.0	30.0	36.0	15.0
AVG(III)	$3,862,500	80.3	10.8%				13.7	17.7	23.7	15.3
A	$3,825,500	103.0	5.0%	Y	Y	Y	12.0	15.0	18.0	12.0
B	$3,200,000	70.0	7.0%	Y	Y	Y	12.0	18.0	21.0	12.0
C	$2,160,000	47.0	10.0%	Y	Y	Y	13.0	16.0	26.0	13.0
D	$3,624,000	78.0	2.0%	Y	Y	Y	15.0	18.0	21.0	15.0
E	$2,800,000	62.0	10.0%	Y	Y	Y	15.0	15.0	21.3	15.0
F	$3,450,249	71.0	3.0%	Y	Y	Y	11.8	16.8	22.8	12.0
G	$6,000,000	110.0	10.0%	Y	Y	Y	13.0	16.0	19.5	13.0
AVG(IV)	$3,579,964	77.3	6.7%				13.1	16.4	21.4	13.1
A	$5,104,800	99.5	5.0%	Y	Y	Y	13.0	15.5	20.5	13.0
B	$7,214,200	115.0	9.0%	N	Y	Y	10.0	10.0	20.0	12.0
C	$5,000,000	98.0	8.2%	Y	Y	Y	12.0	15.0	20.0	6.0
D	$4,950,000	110.0	10.0%	Y	Y	Y	10.0	10.0	20.0	13.0
E	$3,324,480	68.0	25.0%	Y	Y	Y	13.0	16.3	24.4	13.0
F	$6,575,700	109.0	3.0%	N	Y	Y	0.0	14.0	21.0	7.0
AVG(V)	$5,361,530	99.9	10.0%				9.7	13.5	21.0	10.7
A	$14,172,092	347.0	11.2%	Y	Y	Y	10.5	13.5	18.0	12.0
B	$4,449,665	78.0	25.0%	Y	Y	Y	12.0	15.0	24.0	17.0
C	$1,702,417	29.5	3.4%	Y	Y	Y	15.0	18.0	22.3	15.0
D	$1,400,000	38.0	27.0%	Y	Y	Y	15.0	15.0	15.0	12.0
AVG(VI)	$5,431,044	123.1	16.6%				13.1	15.4	19.8	14.0

Table 2. (continued) State Air Pollution Control Agency Characteristics and Employee Benefits (Listed by Region)

AGENCY	ANNUAL BUDGET	AGENCY STAFF	ANNUAL TURNOVER RATE	SOCIAL SECURITY (Yes/No)	OFFER LIFE INSURANCE (Yes/No)	CONTRIBUTE TO HEALTH INSURANCE (Yes/No)	VACATION 1ST-YEAR EMPLOYEES (Days/Year)	VACATION 5TH-YEAR EMPLOYEES (Days/Year)	VACATION 15TH-YEAR EMPLOYEES (Days/Year)	SICK DAYS (Days/Year)
A	$1,186,129	32.0	6.3%	Y	Y	Y	15.0	15.0	21.0	15.0
B	$1,110,000	29.3	4.0%	N	Y	Y	12.0	15.0	21.0	12.0
C	$350,000	8.5	LOW	N	Y	Y	12.0	12.0	24.0	12.0
AVG(VII)	$882,043	23.3	5.1%				13.0	14.0	22.0	13.0
A	$6,800,000	102.0	1.0%	N	Y	Y	12.0	15.0	21.0	10.0
B	$895,000	18.5	VARIES	Y	Y	Y	15.0	15.0	21.0	12.0
C	$1,500,000	39.0	2.6%	Y	Y	Y	12.0	15.0	18.0	12.0
D	$845,000	18.8		Y	Y	Y	15.0	15.0	20.0	14.0
E	$900,000	21.0	43.0%	Y	Y	Y	12.0	15.0	21.0	12.0
F	$1,000,000	23.0	4.3%	Y	Y	Y	12.0	15.0	21.0	12.0
AVG(VIII)	$1,990,000	37.1	13.7%				13.0	15.0	20.3	12.0
A	$6,142,113	67.0	14.0%	Y	Y	Y	12.0	15.0	21.0	16.0
B	$614,000	11.0	9.1%	N	Y	Y	15.0	15.0	21.0	15.0
C	$81,000,000	680.0	4.0%	Y	Y	Y	10.0	15.0	20.0	12.0
D	$27,500,000	20.0	17.2%	Y	Y	Y	21.0	21.0	21.0	21.0
AVG(IX)	$28,814,028	194.5	11.1%				14.5	16.5	20.8	16.0
A	$800,000	18.0	20.0%	Y	Y	Y	10.0	15.0	18.0	12.0
B	$1,847,535	55.0	LOW	Y	Y	Y	12.0	15.0	21.0	12.0
C	$7,800,000	111.0	7.2%	Y	Y	Y	12.0	15.0	21.0	12.0
D	$1,165,900	18.0	1.0%	N	Y	Y	15.0	21.0	30.0	15.0
AVG(X)	$2,903,359	50.5	9.4%				12.3	16.5	22.5	12.8
ALL AGENCIES										
AVG	$6,256,676	88.1	9.0%				12.5	15.7	21.3	13.4
HIGH	$81,000,000	680.0	43.0%	37 YES	46 YES	47 YES	24.0	30.0	36.0	21.0
LOW	$350,000	8.5	1.0%	10 NO	1 NO		0.0	10.0	15.0	6.0

Table 3. Local Air Pollution Control Agency Salaries (Listed by Region)

SALARY OF DIRECTOR	SALARY OF DEPUTY DIRECTOR	SALARY OF ENTRY-LEVEL ENGINEER	SALARY OF MID-LEVEL ENGINEER	SALARY OF TOP-LEVEL ENGINEER	SALARY OF ENTRY-LEVEL INSPECTOR	SALARY OF MID-LEVEL INSPECTOR	SALARY OF TOP-LEVEL INSPECTOR	SALARY OF ENTRY-LEVEL PROFESSIONAL NON-ENGINEER	SALARY OF MID-LEVEL PROFESSIONAL NON-ENGINEER	SALARY OF TOP-LEVEL PROFESSIONAL NON-ENGINEER	SALARY OF ENTRY-LEVEL CHEMIST	SALARY OF MID-LEVEL CHEMIST
$38,498	$32,248	$24,281	$28,032	$35,215	$22,093	$25,429	$29,434					
$46,212	$38,352	$21,648	$28,680	$30,936	$18,000	$19,344	$20,064	$16,140	$19,020	$23,592		
$58,500	$51,000	$24,500	$34,500	$47,000	$25,500	$29,500	$32,000				$24,500	$34,500
$47,160	$38,991				$24,929	$30,301	$36,833	$27,357	$33,252	$40,418		
$47,593	$40,148	$23,476	$30,404	$37,717	$22,631	$26,144	$29,583	$21,749	$26,136	$32,005	$24,500	$34,500
$48,828	$40,186	$28,081	$31,325	$34,528	$20,197	$22,339	$24,565	$29,827	$32,906	$36,296		
$48,000											$24,500	$28,600
$36,204		$35,898	$38,172	$43,380	$26,298	$31,740	$36,204	$47,316			$24,672	$27,972
$65,000	$52,000	$26,000	$32,000	$45,000	$19,000	$25,000	$31,000	$21,000	$27,000	$35,000	$21,000	$27,000
$47,800	$42,432	$18,720	$23,868	$29,016	$12,976	$15,552	$20,129	$15,702	$25,893	$36,084		
$30,862		$19,890	$25,376	$32,396	$16,354	$20,878	$27,976				$19,890	$25,376
$52,000		$22,000		$29,000					$25,000	$27,500	$21,000	$24,000
$48,481		$26,388	$32,169	$38,296	$17,716	$20,374	$23,031	$24,547	$28,843	$33,139		
$63,576		$26,532	$31,596	$37,632	$18,708	$21,012	$25,032				$18,708	
$48,972	$44,873	$25,439	$30,644	$36,156	$18,750	$22,556	$26,848	$27,678	$27,928	$33,604	$21,628	$26,590
$44,000	$34,000	$19,985	$28,717	$46,140	$14,800	$21,342	$27,883	$19,985	$28,717	$41,570	$16,367	$23,519
$40,383	$33,135	$23,431	$27,176	$30,014	$18,315	$23,431		$23,431	$27,176	$30,014		$27,176
$44,000		$23,550	$27,898	$34,481	$19,115	$21,257	$24,232	$23,550	$27,898	$34,481	$24,960	$27,830
$43,000	$37,000	$23,150		$33,000	$19,080		$28,300				$25,175	
$42,846	$34,712	$22,529	$27,930	$35,909	$17,828	$22,010	$26,805	$22,322	$27,930	$35,355	$22,167	$26,175
$36,000	$28,000							$16,000	$17,500	$20,000		
$36,000	$28,000							$16,000	$17,500	$20,000		
		$35,013		$44,546				$26,264		$33,375		
$53,700			$35,000	$45,100								
$28,000					$18,000	$22,000	$24,000					
$52,000		$24,000	$27,000	$32,000	$19,000	$21,000	$24,000				$21,000	$24,000
					$19,236		$25,480					
$44,567		$29,507	$31,000	$40,549	$18,745	$21,500	$24,493	$26,264		$33,375	$21,000	$24,000

Table 3. (continued) Local Air Pollution Control Agency Salaries (Listed by Region)

AGENCY (By Region)	SALARY OF DIRECTOR	SALARY OF DEPUTY DIRECTOR	SALARY OF ENTRY-LEVEL ENGINEER	SALARY OF MID-LEVEL ENGINEER	SALARY OF TOP-LEVEL ENGINEER	SALARY OF ENTRY-LEVEL INSPECTOR	SALARY OF MID-LEVEL INSPECTOR	SALARY OF TOP-LEVEL INSPECTOR	SALARY OF ENTRY-LEVEL PROFESSIONAL NON-ENGINEER	SALARY OF MID-LEVEL PROFESSIONAL NON-ENGINEER	SALARY OF TOP-LEVEL PROFESSIONAL NON-ENGINEER	SALARY OF ENTRY-LEVEL CHEMIST	SALARY OF MID-LEVEL CHEMIST
I	$31,716					$17,988	$21,300	$25,212					
2	$28,320												$26,900
AVG(VIII)	$30,018					$17,988	$21,300	$25,212					$26,900
1	$36,337	$31,283	$31,283			$20,051	$24,554	$28,620	$25,833			$23,275	
2		$30,400											
3	$63,693		$47,147		$50,333	$34,832		$36,784	$47,147				
4	$38,000	$40,000					$25,000						
5									$22,812		$27,744		
6	$34,650		$27,252		$38,088	$23,017		$32,496	$27,924		$33,924		
7	$59,772		$36,960	$42,576	$49,452	$26,184	$30,096		$32,856	$36,204	$43,980		
8	$33,100					$17,000	$21,000	$25,000					
9	$39,096	$30,192	$19,602	$21,611	$23,826	$19,602	$21,611	$23,826	$17,780	$19,602	$21,612		
10	$48,000		$31,900		$38,700	$20,400		$28,700					
11	$87,534	$75,396	$39,480	$43,614	$48,174	$33,336	$36,822	$40,680				$34,350	$37,938
AVG(IX)	$48,909	$41,454	$33,375	$35,934	$41,429	$24,303	$26,514	$30,872	$29,059	$27,903	$31,815	$28,813	$37,938
1	$62,268				$44,028			$34,440		$41,160	$44,028		
2	$40,800		$21,660	$23,880	$28,452	$19,992	$22,032	$25,920	$25,296	$27,900	$32,304		
3	$34,992				$27,060								
4	$39,791		$24,371		$37,112						$31,197		
5	$42,432				$36,654		$24,480				$31,662		
6			$41,800		$44,725					$37,880			
AVG(X)	$44,057		$29,277	$23,880	$36,339	$19,992	$23,256	$30,180	$25,296	$35,647	$34,798		
AVG	$45,749	$39,663	$27,575	$30,694	$37,809	$20,776	$23,936	$28,216	$25,830	$28,497	$32,896	$23,031	$27,901
HIGH	$87,534	$75,396	$47,147	$43,614	$50,333	$34,832	$36,822	$40,680	$47,316	$41,160	$44,028	$34,350	$37,938
LOW	$28,000	$28,000	$18,720	$21,611	$23,826	$12,976	$16,552	$20,064	$15,702	$17,500	$20,000	$16,367	$23,519

Table 3. (continued) Local Air Pollution Control Agency Salaries (listed by Region)

AGENCY (By Region)	SALARY OF TOP-LEVEL CHEMIST	SALARY OF ENTRY-LEVEL TECHNICIAN	SALARY OF MID-LEVEL TECHNICIAN	SALARY OF TOP-LEVEL TECHNICIAN	SALARY OF ENTRY-LEVEL ADMINISTRATOR	SALARY OF MID-LEVEL ADMINISTRATOR	SALARY OF TOP-LEVEL ADMINISTRATOR	SALARY OF ENTRY-LEVEL CLERK	SALARY OF MID-LEVEL CLERK	SALARY OF TOP-LEVEL CLERK
1								$13,951	$14,735	$15,672
2		$16,860	$19,272	$23,592	$25,464	$30,732	$35,580	$15,948	$17,772	$19,224
3	$47,000	$23,000			$24,000	$29,500	$38,500	$17,000	$19,000	$20,500
4								$16,498	$20,055	$24,376
AVG(III)	$47,000	$19,930	$19,272	$23,592	$24,732	$30,116	$37,040	$15,849	$17,891	$19,943
1		$19,220	$21,237	$23,379				$13,062	$14,394	$15,870
2	$32,700	$21,050	$24,000	$26,894				$15,700	$17,400	$19,100
3	$47,316	$19,404	$22,620	$25,236				$15,492	$16,992	
4	$35,000	$13,000	$20,000	$26,000	$13,000	$23,000	$44,000	$13,000	$15,000	$18,000
5		$12,976	$17,281	$21,603	$14,016	$18,690	$23,364	$10,446	$13,892	$17,339
6	$32,396	$13,468	$17,186	$21,944				$12,818	$16,354	$21,944
7	$30,000			$26,000			$33,000		$16,000	$17,500
8		$14,012	$18,782	$24,644	$24,547	$28,843	$33,139	$14,012	$17,561	$21,157
9	$26,532	$13,188		$18,708				$10,752	$14,820	$21,624
AVG(IV)	$33,991	$15,790	$20,158	$23,823	$17,188	$23,511	$33,376	$13,160	$15,824	$19,067
1	$30,669	$12,297	$18,500	$25,348				$10,256	$15,300	$20,951
2		$17,431	$20,207	$24,617		$20,207		$14,311	$15,403	$19,240
3	$31,928	$17,160	$19,032	$21,673	$20,134	$23,808	$29,356	$17,160	$19,032	$21,673
4	$31,375				$25,175		$31,600	$12,000		$19,260
AVG(V)	$31,324	$15,629	$19,246	$23,879	$22,655	$22,008	$30,478	$13,432	$16,578	$20,281
1								$12,000		$14,000
AVG(VI)								$12,000		$14,000
1		$19,828		$25,173				$13,582		$17,198
2		$20,800		$34,333					$14,000	
3								$12,000	$15,000	$20,000
4	$28,000	$22,000	$26,000	$30,000				$13,000	$16,000	$19,000
5										
AVG(VII)	$28,000	$20,876	$26,000	$29,835				$12,861	$15,000	$18,733

Table 3. (continued) Local Air Pollution Control Agency Salaries (listed by Region)

AGENCY (By Region)	SALARY OF TOP-LEVEL CHEMIST	SALARY OF ENTRY-LEVEL TECHNICIAN	SALARY OF MID-LEVEL TECHNICIAN	SALARY OF TOP-LEVEL TECHNICIAN	SALARY OF ENTRY-LEVEL ADMINISTRATOR	SALARY OF MID-LEVEL ADMINISTRATOR	SALARY OF TOP-LEVEL ADMINISTRATOR	SALARY OF ENTRY-LEVEL CLERK	SALARY OF MID-LEVEL CLERK	SALARY OF TOP-LEVEL CLERK
1		$17,244	$19,836	$24,156				$11,928	$13,728	$16,716
2								$13,000		
AVG(VIII)		$17,244	$19,836	$24,156				$12,464	$13,728	$16,716
1		$21,195						$13,600	15371	$17,264
2										
3		$29,739	$32,325	$37,173	$31,405	$49,974	$50,333	$20,712		$24,936
4		$16,000	$18,000	$20,000		$28,000			$18,000	
5								$12,912		$15,696
6		$23,316		$28,332				$12,288		$20,064
7		$24,816	$30,132	$33,168				$15,972	$20,280	$22,644
8								$11,592	$12,708	$14,016
9								$14,853	$16,376	$18,055
10										
11	$41,910							$21,816	$24,006	$27,594
AVG(IX)	$41,910	$23,013	$26,819	$29,668	$31,405	$38,987	$50,333	$15,468	$17,790	$20,034
1		$28,464	$34,440	$36,756				$22,260		$24,540
2		$27,384	$30,192	$34,956	$18,780	$20,700	$23,964			
3										$17,604
4		$21,024		$28,981						$17,854
5			$22,206						$17,046	$18,798
6			$31,100						$23,000	
AVG(X)		$25,624	$29,485	$33,564	$18,780	$20,700	$23,964	$22,260	$20,023	$19,699
AVG	$34,569	$19,395	$23,117	$26,778	$21,836	$27,345	$34,284	$14,320	$16,758	$19,376
HIGH	$47,316	$29,739	$34,440	$37,173	$31,405	$49,974	$50,333	$22,260	$24,006	$27,594
LOW	$26,532	$12,297	$17,186	$18,708	$13,000	$18,690	$23,364	$10,256	$12,708	$14,000

Table 4. Local Air Pollution Control Agency Characteristics and Employee Benefits (Listed by Region)

AGENCY (By Region)	ANNUAL BUDGET	AGENCY STAFF	ANNUAL TURNOVER RATE	SOCIAL SECURITY (Yes/No)	OFFER LIFE INSURANCE (Yes/No)	CONTRIBUTE TO HEALTH INSURANCE (Yes/No)	VACATION 1ST-YEAR EMPLOYEES (Days/Year)	VACATION 5TH-YEAR EMPLOYEES (Days/Year)	VACATION 15TH-YEAR EMPLOYEES (Days/Year)	SICK DAYS (Days/Year)
I	$750,000	21.0	7.1%	Y		Y	18.0	21.0	31.0	15.0
2	$1,661,363	54.0	10.0%	Y	Y	Y	13.0	18.0	23.0	10.0
3	$4,250,000	80.0	3.0%	Y	Y	Y	10.0	15.0	20.0	20.0
4	$506,000	12.0	5.6%	Y	Y	Y	13.0	19.5	26.0	13.0
AVG(III)	$1,791,841	41.8	6.4%				13.5	18.4	25.0	14.5
1	$1,231,024	32.0	20.0%	Y	Y	Y	12.0	12.0	18.0	12.0
2	$260,000	6.0	LOW	Y	Y	Y	13.0	16.0	19.5	13.0
3	$690,000	11.0	27.0%	Y	Y	Y	13.0	16.0	20.0	13.0
4			5.0%	Y	Y	Y	10.0	12.0	15.0	12.0
5	$1,300,000	41.0	1.2%	Y	Y	Y	10.0	15.0	25.0	12.0
6	$300,000	10.0	10.0%	Y	Y	Y	12.0	15.0	20.0	12.0
7	$1,030,000	18.0	20.0%	Y	Y	Y	12.0	14.0	20.0	12.0
8	$702,802	17.0	17.6%	Y	Y	Y	12.0	12.0	16.0	12.0
9	$398,250	16.0	10.0%	Y	Y	Y	12.0	18.0	21.0	12.0
AVG(IV)	$739,010	18.9	13.9%				11.8	14.4	19.4	12.2
1	$953,945	27.0	15.0%	Y	Y	Y	10.0	15.0	20.0	12.0
2	$1,300,000	30.0	24.0%	N	Y	Y	12.0	16.0	20.0	15.0
3	$1,268,161	33.0	24.2%	N	NONE	Y	10.0	10.0	15.0	15.0
4	$501,000	12.5	10.0%	N	Y	Y	10.0	15.0	20.0	15.0
AVG(V)	$1,005,777	25.6	18.3%				10.5	14.0	18.8	14.3
1	$320,000	7.0	10.0%	N	Y	Y	10.0	15.0	20.0	10.0
AVG(VI)	$320,000	7.0	10.0%				10.0	15.0	20.0	10.0
1		4.0		Y	Y	Y	10.0	15.0	20.0	19.0
2	$282,100	5.6	0.0%	Y	Y	Y	12.0	15.0	21.0	12.0
3			25.0%	Y	Y		12.0	15.0	21.0	12.0
4	$917,000	16.0	10.0%	Y	Y	Y	10.0	15.0	20.0	11.0
5	$150,000	4.0	0.0%	Y			12.0	18.0	18.0	18.0
AVG(VII)	$449,700	7.4	8.8%				11.2	15.6	20.0	14.4

Table 4. (continued) Local Air Pollution Control Agency Characteristics and Employee Benefits (listed by Region)

AGENCY (By Region)	ANNUAL BUDGET	AGENCY STAFF	ANNUAL TURNOVER RATE	SOCIAL SECURITY (Yes/No)	OFFER LIFE INSURANCE (Yes/No)	CONTRIBUTE TO HEALTH INSURANCE (Yes/No)	VACATION 1ST-YEAR EMPLOYEES (Days/Year)	VACATION 5TH-YEAR EMPLOYEES (Days/Year)	VACATION 15TH-YEAR EMPLOYEES (Days/Year)	SICK DAYS (Days/Year)
1	$140,000	5.0	10.0%	Y	Y	Y	10.5	20.0	20.0	
2	$93,000	3.0	0.0%	Y	Y	Y	15.0	15.0	21.0	12.0
AVG(VIII)	$116,500	4.0	5.0%				12.8	17.5	20.5	12.0
1	$1,300,000	31.0	5.0%	Y	Y	Y	10.0	12.0	18.0	10.0
2	$55,000	1.0	0.0%	N	Y	Y	8.0	15.0	20.0	12.0
3	$1,542,974	21.0	4.8%	N	Y	Y	15.0	15.0	20.0	15.0
4	$500,000	8.0	0.0%	N	Y	Y	10.0	15.0	15.0	15.0
5		2.0	0.0%	Y		Y	9.0	14.0	18.5	12.0
6	$723,000	17.0	5.9%	Y			20.0	25.0	36.0	
7	$2,212,000	37.0	2.0%	Y		Y	14.0	19.0	24.0	8.0
8	$190,000	5.0	5.0%	Y	Y	Y	10.0	15.0	20.0	12.0
9	$270,000	5.0	20.0%	Y	NONE		10.0	15.0	16.0	12.0
10	$180,000	3.0	0.0%	N	NONE	Y	12.0	15.0	25.0	12.0
11		220.0	3.3%	N	Y	Y	12.0	18.0	21.0	12.0
AVG(IX)	$774,775	31.8	4.2%				11.8	16.2	21.2	12.0
1	$2,850,000	46.0	8.6%	Y	Y	Y	12.0	16.0	21.0	12.0
2	$299,040	7.0	7.1%	N	Y	Y	12.0	18.0	23.0	12.0
3	$103,220	3.0	0.0%	Y	Y	Y	14.0	16.0	20.0	12.0
4	$320,000	7.0	8.0%	Y	Y	Y	12.0	17.0	27.0	12.0
5	$565,000	12.0	50.0%	Y	Y	Y	10.0	12.0	17.5	12.0
6	$360,000	5.0	20.0%	Y	Y	Y	29.0	29.0	33.0	
AVG(X)	$749,543	13.3	15.6%				14.8	18.0	23.6	12.0
AVG	$823,645	22.4	10.1%				12.20	16.04	21.08	12.79
HIGH	$4,250,000	220.0	50.0%	32 YES	34 YES	38 YES	29.00	29.00	36.00	20.00
LOW	$55,000	1.0	0.0%	10 NO	3 NO		8.00	10.00	15.00	8.00

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APPENDIX A: SAMPLE SURVEY FORM

STAPPA AND ALAPCO SALARY SURVEY

Attached is a survey designed to gather information about state and local air pollution control agency salaries, benefits and other employment information. Once the data has been collected, compiled and analyzed, it may be used by air agencies wishing to compare their salary structures with the national averages. AGENCY-SPECIFIC INFORMATION WILL REMAIN CONFIDENTIAL.

Please complete the questionnaire and return it no later than September 16, 1988 to:

STAPPA/ALAPCO Secretariat
444 North Capitol Street, NW
Suite 306
Washington, DC 20001

If you have any questions about the survey, please contact the Secretariat at (202) 624-7864.

August 1988

STAPPA AND ALAPCO SALARY SURVEY

Instructions - Please provide the following information for each category of employee:

- Salary - Indicate the average or typical salary for each category (agency-specific information will remain confidential).
- Education/Experience Requirements - Indicate the academic degree and/or the number of years experience necessary for each position.
- How Does Salary Compare - Rate the salaries relative to private firms or industry in the area, either by indicating plus or minus dollar amounts or percentages.
- Number of Employees - Indicate the number of employees in each category.
- Average Length of Employment - Indicate the average number of years personnel in each category remain employed by the air agency.

POSITION	SALARY	EDUCATION/EXPERIENCE REQUIREMENTS DEGREE &/OR YEARS	HOW DOES SALARY COMPARE WITH INDUSTRY IN THE AREA (+ OR - AMOUNT OR %)	NUMBER OF EMPLOYEES	AVERAGE LENGTH OF EMPLOYMENT
DIRECTOR	$_____	_____ &/or _____	_____	_____	_____
DEPUTY DIRECTOR	$_____	_____ &/or _____	_____	_____	_____
ENGINEER				_____	_____
Entry Level	$_____	_____ &/or _____	_____		
Mid Level	$_____	_____ &/or _____	_____		
Top Level	$_____	_____ &/or _____	_____		
INSPECTOR				_____	_____
Entry Level	$_____	_____ &/or _____	_____		
Mid Level	$_____	_____ &/or _____	_____		
Top Level	$_____	_____ &/or _____	_____		

POSITION	SALARY	EDUCATION/EXPERIENCE REQUIREMENTS DEGREE &/OR YEARS	HOW DOES SALARY COMPARE WITH INDUSTRY IN THE AREA (+ OR - AMOUNT OR %)	NUMBER OF EMPLOYEES	AVERAGE LENGTH OF EMPLOYMENT
OTHER (Describe position below)					
Entry Level	$_____	_____ &/or _____	_____		
Mid Level	$_____	_____ &/or _____	_____		
Top Level	$_____	_____ &/or _____	_____		

Description _____

_____

PLEASE ANSWER THE FOLLOWING QUESTIONS IN THE SPACE PROVIDED.

1. What is the agency's yearly budget? _____
2. How many employees are on the staff? _____
3. What is the overall turnover rate per year? _____
4. What is the principal reason why personnel are leaving (e.g., higher-paying jobs, additional educational opportunities, etc.)? _____
5. How are raises determined (e.g., Cost of Living Adjustments, merit)? Please be specific if methods vary for each position. _____
6. Benefits
   a. What percentage of a typical salary is placed in a retirement fund? _____
   b. Does the agency match employee retirement contributions? If so, how much? _____
   c. Does the agency contribute to Social Security? _____
   d. What is the typical life insurance policy provided to agency employees? _____

APPENDIX B

LISTING OF STATES BY EPA-DESIGNATED REGION

The following is a list of the 50 states and one district of the United States, as grouped into 10 regions by the U.S. Environmental Protection Agency. States appear in alphabetical order within each Region. Please note that states do not appear in this order in Tables 1, 2, 3, and 4.

Region I

Connecticut, Maine, Massachusetts, New Hampshire, Rhode Island, Vermont.

Region II

New Jersey, New York.

Region III

Delaware, District of Columbia, Maryland, Pennsylvania, Virginia, West Virginia.

Region IV

Alabama, Florida, Georgia, Kentucky, Mississippi, North Carolina, South Carolina, Tennessee.

Region V

Illinois, Indiana, Michigan, Minnesota, Ohio, Wisconsin.

Region VI

Arkansas, Louisiana, New Mexico, Oklahoma, Texas.

Region VII

Iowa, Kansas, Missouri, Nebraska.

Region VIII

Colorado, Montana, North Dakota, South Dakota, Utah, Wyoming.

Region IX

Arizona, California, Hawaii, Nevada.

Region X

Alaska, Idaho, Oregon, Washington.

U.S. WATER NEWS

Attachment G

Editorial

AUGUST/1990

Environmental field is putting out 'help wanted' sign

The environmental field is exploding around us, creating a resultant boom in career and business opportunities in water resources. The federal Superfund has given rise to groundwater and toxic waste cleanup on the order of billions of dollars. Congress keeps enacting new and revised legislation to protect and clean up our natural resources, particularly water. The Environmental Protection Agency is releasing a continual stream of new regulations following revisions to the Clean Water Act and the Safe Drinking Water Act that must be adhered to by industry and cities alike.

Our colleges and universities are not graduating enough individuals with adequate training in the water resources field. And the necessary training programs that would allow individuals in related fields to transfer to groundwater practices are presently lacking.

As a result, the United States is in the midst of an environmental personnel shortage, particularly in the area of water resources. But water isn't alone in this crunch. America will need 400,000 more scientists and engineers than it will produce by the turn of the century, according to the American Association for the Advancement of Science. Because of the shrinking college population — which was 4.3 million in 1981 and is projected to decline to 3.2 million in 1996 — recruitment will have to "increase dramatically just to maintain the current annual supply," said Richard Atkinson, president of the association.

As an example, the Alexandria, Virginia-based Water Pollution Control Federation (WPCF) recently made a survey of groundwater professionals across America. The association felt compelled to make the survey because "the groundwater field, which encompasses a multitude of related disciplines and practices, is a rapidly-growing area of expertise with significant new business opportunities." The organization surveyed its own members as well as members of the National Water Well Association and the U.S. Geological Survey.

The WPCF survey found that throughout the groundwater field, experienced professionals are in such short supply and high demand that groundwater and engineering firms often have difficulty keeping qualified personnel and meeting the salary demands of new hires.

Doug Hall, president of Hall Southwest of Austin, Texas, an environmental services and engineering company, said the water business is expanding so rapidly there are not enough people to fill the positions. "The training time is just not there for those newly entering the field," Hall said. "They need judgement that only experience can provide." Companies are diversifying to give "package" service to clients that just want to hire someone to solve their environmental needs, Hall said.

[illegible] tion problems may find growth substantially reduced unless they can recruit enough technical staff to do the work, according to the *Environmental Business Journal*. Small- to medium-size companies appear to be hardest hit by the nationwide shortage of environmental professionals, but even larger corporations are feeling the squeeze of upwardly spiralling salaries when competing with one another for new personnel.

Handex, Inc., a turnkey environmental engineering firm, believes its company could probably double its current 25 percent to 30 percent annual growth rate if it had all the project managers it could use. Handex currently has 75 hydrogeologist on its staff of 325. To solve its own recruitment problem, the company is now willing to train geologists for 18 months for the hard-to-fill hydrogeology positions.

Many of these smaller companies cannot compete with the salary structure of the larger companies. So what are companies doing to help solve this personnel problem? Many of the smaller firms are joint venturing with other companies to share personnel on projects. And the larger companies are buying smaller firms to gain the water professionals on their staff. We can expect some of the larger water resources companies to go public, as did Geraghty and Miller and Groundwater Technology, in order to raise the capital to buy smaller firms.

The WPCF survey also found that most firms surveyed prefer individuals with a hydrogeology degree for groundwater work. In fact, 66 percent of those experts surveyed preferred hydrogeologists over geologists, environmental engineers, geophysicists, and environmental scientists. A strong 74 percent indicated they preferred graduates with master's degrees, however, most prefer individuals with three to five years experience.

Where do we go from here? Some might think other professions such as mining and oil would provide some personnel to help ease the crunch. But most firms say those types of personnel generally are not hired because of a lack of experience and because they are not able to make a fast switch into the water resources field.

There may well be a strong market for training programs to help with this personnel crunch. But any training programs will have to be structured to quickly, efficiently, and credibly move professionals from related fields into a technical water-related position.

So take note collegiate America. If your institution has not already bolstered its environmental resources education, then you should begin at once. And if you wish to serve your students well [illegible] specific degree in some directly-related water field, such as hydrology, hydrology, or geochemistry. Generalized degrees with broad-sounding [illegible]

January 1990 General Schedule Pay Chart

	1	2	3	4	5	6	7	8	9	10
GS-1	$10,581	$10,935	$11,286	$11,637	$11,990	$12,197	$12,544	$12,893	$12,910	$13,232
2	11,887	12,180	12,574	12,910	13,053	13,437	13,821	14,205	14,509	14,973
3	12,982	13,415	13,848	14,281	14,714	15,147	15,580	16,013	16,446	16,879
4	14,573	15,059	15,545	16,031	16,517	17,003	17,489	17,975	18,461	18,947
5	16,305	16,849	17,393	17,937	18,481	19,025	19,569	20,113	20,657	21,201
6	18,174	18,780	19,386	19,992	20,598	21,204	21,810	22,416	23,022	23,628
7	20,195	20,868	21,541	22,214	22,887	23,560	24,233	24,906	25,579	26,252
8	22,367	23,113	23,859	24,605	25,351	26,097	26,843	27,589	28,335	29,081
9	24,705	25,529	26,353	27,177	28,001	28,825	29,649	30,473	31,297	32,121
10	27,206	28,113	29,020	29,927	30,834	31,741	32,648	33,555	34,462	35,369
11	29,891	30,887	31,883	32,879	33,875	34,871	35,867	36,863	37,859	38,855
12	35,825	37,019	38,213	39,407	40,601	41,795	42,989	44,183	45,377	46,571
13	42,601	44,021	45,441	46,861	48,281	49,701	51,121	52,541	53,961	55,381
14	50,342	52,020	53,698	55,376	57,054	58,732	60,410	62,088	63,766	65,444
15	59,216	61,190	63,164	65,138	67,112	69,086	71,060	73,034	75,008	76,982
16	69,451	71,766	74,081	76,396	78,190	79,438*	81,708*	83,978*	85,470*	
17	79,762*	82,420*	85,078*	85,470*	85,500*					
18	88,882*									

* The rate of basic pay payable to employees at these rates is limited to the rate for Level V of the Executive Schedule, which will be $78,200.

Attachment I

EXHIBIT 2
DATE 1-17-91
HB Hum Serv Sub

Washington State EMPLOYMENT OPPORTUNITY

DEPARTMENT of PERSONNEL
600 So. Franklin · P.O. Box 1789 · Olympia, WA 98507-1789 · 206/753-5368

JT
Closes: Further Notice

May 2, 1990

ENVIRONMENTALIST 2 (6296)
ENVIRONMENTALIST 3 (6297)

LOCATION: The register established by this recruitment announcement will be used to fill anticipated openings at both levels with the Department of Ecology in Redmond, Lacey, Tumwater, Spokane, and Yakima.

These employment registers will only be used to fill positions at both levels as they occur in Redmond, Lacey, Tumwater, Spokane and Yakima.

WHO MAY APPLY: These recruitments are open to anyone who meets the requirements listed below.

SPECIAL NOTE: Certification may be made in accordance with Washington Administrative Code 356-26-070, which provides that "if the Director and appointing authority establish that it is in the best interest of the state to broaden the competition, the initial certification may be made from those names standing highest when the Departmental Promotional Register, the Classified Service-Wide Promotional Register, the Higher Education Personnel Board Register, and the Open Competitive Register are considered as one."

Even though you may be on other registers for these classes, you must apply if you wish to be considered for these selective registers.

A separate application is required for each classification.

The application form must be filled out completely. No additional information will be accepted after the closing date of the bulletin. Resumes or attachments will not be accepted in lieu of education and employment history under Item #21 and #25. Your application may not be resubmitted with additional information.

* *

Recruitment Announcement
Number: 2-0-258-OC-S

POSITION: ENVIRONMENTALIST 2

SALARY: $1895-2412 per month (Range 42)

PRIMARY DUTIES: Performs professional-level environmental assignments in the Waste Management programs.

REQUIREMENTS: SELECTIVE CERTIFICATION HAS BEEN APPROVED FOR THIS POSITION. AS PART OF THE MINIMUM QUALIFICATIONS, YOU MUST HAVE EXPERIENCE/EDUCATION IN WASTE MANAGEMENT. (EXPERIENCE DEALING WITH VARIOUS WASTE MANAGEMENT LAWS AND REGULATIONS SUCH AS RCRA, CERCLA, SARA, TSCA, SOLID WASTE, NUCLEAR WASTE, WASTE REDUCTION, RECYCLING AND LITTER CONTROL, UST, LUST OR ANY OTHER WASTE MANAGEMENT LAWS AND/OR REGULATIONS.) In addition, you must also meet one of the qualifying options listed below.

A Bachelor's degree involving major study in environmental or physical science, one of the natural sciences, planning or other closely allied field and one year of experience in environmental analysis or control, environmental planning, equal to or above that of Environmental Technician 2.

Additional qualifying experience may be substituted, year for year, for the non-selective education.

OR

One year of experience at the Environmentalist 1 level.

OR

A Master's degree in one of the above fields.

* *

PLEASE READ THE OTHER SIDE FOR ADDITIONAL INFORMATION

Recruitment Announcement
Number: 2-0-259-OC-S

POSITION: ENVIRONMENTALIST 3

SALARY: $2184-2795 per month (Range 48)

PRIMARY DUTIES: Positions in this class fall into one of the following categories within the Waste Management Programs: (1) supervises at least one Environmentalist 1 or 2; (2) is the principal assistant to a Department of Ecology District Supervisor; (3) in the headquarters of a State agency researches and evaluates new statutes and develops related regulations, policies and procedures which are applicable statewide; or (4) serves as senior journey-level environmentalist and independently plans, prioritizes and implements assigned environmental activity of single or multiple specialized area.

REQUIREMENTS: SELECTIVE CERTIFICATION HAS BEEN APPROVED FOR THIS POSITION. AS PART OF THE MINIMUM QUALIFICATIONS, YOU MUST HAVE EXPERIENCE/EDUCATION IN WASTE MANAGEMENT. (EXPERIENCE DEALING WITH VARIOUS WASTE MANAGEMENT LAWS AND REGULATIONS SUCH AS RCRA, CERCLA, SARA, TSCA, SOLID WASTE, NUCLEAR WASTE, WASTE REDUCTION, RECYCLING AND LITTER CONTROL, UST, LUST OR ANY OTHER WASTE MANAGEMENT LAWS AND/OR REGULATIONS.) In addition, you must also meet one of the qualifying options listed below.

A Bachelor's degree involving major study in environmental or physical science, one of the natural sciences, planning or other closely allied field and three years of professional level experience in environmental analysis or control, environmental planning, equal to or above that of Environmentalist 1.

Additional qualifying experience may be substituted, year for year, for education.

A Master's degree in one of the above fields may be substituted for two years of the required non-selective experience.

A Ph.D. in one of the above fields may be substituted for three years of the required non-selective experience.

OR

One year of experience at the Environmentalist 2 or Environmental Planner 1 level.

* *

APPLICATION DEADLINE: Applications will be accepted until further notice but not to exceed one year from date of publication.

WHERE TO SUBMIT YOUR APPLICATION:
WASHINGTON DEPARTMENT OF PERSONNEL
600 South Franklin Street
Olympia, WA 98504

EXAMINATION PROCEDURE: The examination is an evaluation of your experience and training (E&T). The examination questions are printed directly on this recruitment announcement. Read the instructions carefully and provide your answers in the required format. The raters will score only those answers that follow the required format. We may verify your answers.

THIS IS A TEST. In addition to completing the employment history portion of your application, you must respond to this test. Write your responses to this test on additional sheets of paper. Your score will be derived solely from your responses to the examination questions. Number your responses to correspond with each item listed, place your name on all sheets, and attach the sheets to your completed State Application form. FAILURE TO PROVIDE SUFFICIENT INFORMATION IN THIS FORMAT WILL RESULT IN A BELOW-PASSING SCORE. NO ADDITIONAL INFORMATION WILL BE ACCEPTED AFTER RECEIPT OF YOUR APPLICATION AT THE DEPARTMENT OF PERSONNEL.

EDUCATION:
List Master's level course work (indicate quarter/semester hours) or related research in the following areas:

-Nuclear Engineering
-Environmental Radiation
-Hazardous Waste Management
-Toxicology
-Radiation Health
-CERCLA or RCRA laws and regulations
-Risk Assessment
-Waste Reduction/Recycling technologies
-Other waste management-related course work in public health and/or environmental science fields.

Indicate any degrees earned and their major subjects.

* ABBREVIATIONS
CERCLA - Comprehensive Environmental Response Compensation and Liability Act
RCRA - Resource Conservation and Recovery Act
SARA - Superfund Amendments and Reauthorization Act of 1986
TSCA - Toxic Substances Control Act
UST - Underground Storage Tanks
LUST - Leaking Underground Storage Tanks

EXAMINATION CONTINUED ON FOLLOWING PAGE

EXHIBIT 2
DATE 1-17-91
TB Dum Sm Sub

Recruitment Announcement
Numbers: 2-0-258-OC-S
2-0-259-OC-S

EXPERIENCE:

Please state you experience in any of the categories listed below as it relates to: RCRA*, CERCLA*, SARA (including Community Right to Know), TSCA*, Solid Waste (Infectious Waste, Moderate Risk Waste), Nuclear Waste (Mixed Waste), Waste Reduction Recycling and Litter Control, Waste Management Grants, UST*, LUST*, or the state equivalencies of any of these regulations or any other waste management regulations. Briefly describe your duties in each area listed below. Specify the length of time (in months) with duties and the level of responsibility.

1. Experience developing or implementing federal, state, or local laws, regulations or guidelines.
2. Experience performing field investigations which included on-site inspections, field sampling (soil, surface water, groundwater, air or substances), or facility auditing.
3. Experience developing or implementing enforcement actions.
4. Experience project management or oversight (e.g. directing and being responsible for the outcome of a specified project related to waste management categories).
5. Experience providing technical assistance, reviews, evaluations, or professional interpretations to governmental agencies, business, or the public.
6. Experience reviewing permit applications or writing permits.
7. Experience writing technical reports.
8. Experience conducting formal community relations, public involvement, or public education activities including citizen advisory committee work.
9. Experience in program development and grants administration.
10. Experience in database/graphic software programs (specify types), and multi-platform computer experience (PCs, Mainframes, Mini-Computers) using information analysis or statistical techniques (as related to waste management).

THE STATE OF WASHINGTON IS AN EQUAL OPPORTUNITY EMPLOYER. WOMEN, RACIAL AND ETHNIC MINORITIES, PERSONS OF DISABILITY, PERSONS OVER 40 YEARS OF AGE, AND DISABLED AND VIETNAM ERA VETERANS ARE ENCOURAGED TO APPLY.

Recruitment Announcement
Numbers: 2-0-258-0C-S
2-0-259-0C-S

EXPERIENCE:

Please state you experience in any of the categories listed below as it relates to: RCRA*, CERCLA*, SARA (including Community Right to Know), TSCA*, Solid Waste (Infectious Waste, Moderate Risk Waste), Nuclear Waste (Mixed Waste), Waste Reduction Recycling and Litter Control, Waste Management Grants, UST*, LUST*, or the state equivalencies of any of these regulations or any other waste management regulations. Briefly describe your duties in each area listed below. Specify the length of time (in months) with duties and the level of responsibility.

1. Experience developing or implementing federal, state, or local laws, regulations or guidelines.
2. Experience performing field investigations which included on-site inspections, field sampling (soil, surface water, groundwater, air or substances), or facility auditing.
3. Experience developing or implementing enforcement actions.
4. Experience project management or oversight (e.g. directing and being responsible for the outcome of a specified project related to waste management categories).
5. Experience providing technical assistance, reviews, evaluations, or professional interpretations to governmental agencies, business, or the public.
6. Experience reviewing permit applications or writing permits.
7. Experience writing technical reports.
8. Experience conducting formal community relations, public involvement, or public education activities including citizen advisory committee work.
9. Experience in program development and grants administration.
10. Experience in database/graphic software programs (specify types), and multi-platform computer experience (PCs, Mainframes, Mini-Computers) using information analysis or statistical techniques (as related to waste management).

THE STATE OF WASHINGTON IS AN EQUAL OPPORTUNITY EMPLOYER. WOMEN, RACIAL AND ETHNIC MINORITIES, PERSONS OF DISABILITY, PERSONS OVER 40 YEARS OF AGE, AND DISABLED AND VIETNAM ERA VETERANS ARE ENCOURAGED TO APPLY.

EXHIBIT 2
DATE 1-17-91
Hum Serv Sub

9. PROGRAM ADMINISTRATOR III (NR) CLASS CODE — Health - Denver
(Rocky Flats Program Manager) A1012X/5:90 — Monthly Salary $3636 to $4872
(Apply by: May 18, 1990)

SPECIAL NOTE:

A residency waiver to recruit out of state for this position has been granted by the State Personnel Board

DUTIES:

Plans, organizes, and directs the Rocky Flats management and oversight program for the State of Colorado's Rocky Flats Program Management Unit; directs and implements the Agreement in Principle between Colorado and the Department of Energy (DOE) for the Rocky Flats Plant; supervises senior level scientific and regulatory staff in developing and conducting a comprehensive environmental health monitoring and environmental epidemiology oversight system for facility operations and cleanup of air, water, radioactive and mixed wastes, and other site hazards; develops work plans, goals, objectives, and budgets for the project; formulates state policy positions dealing with federal facilities; oversees the development of new initiatives and research as more data is obtained at the plant; provides external relations and liaison to various local, state and federal organizations involved with the project; presents public statements and testimony to a variety of public, legislative, and research groups.

REQUIREMENTS:

Bachelor's degree from an accredited college or university in environmental health, environmental management, public health, environmental law, engineering, natural sciences, public administration or closely related field and at least six years of progressively responsible experience in any combination of environmental health, environmental protection, environmental/natural resource management or environmental law. At least two years of the above experience must be associated with policy, planning, administration, regulation or management of environmental programs. Two years of the above experience must also have been associated with facilities such as Department of Energy Plants, other nuclear plants, Department of Defense bases, or similar facilities. In addition, two years of the above experience must have been in a management, administrative, and supervisory capacity with respect to professional staff in mixed scientific and engineering fields. Necessary Special Requirement: Must be able to obtain a federal security "Q" clearance from the Department of Energy within one year. Substitution: Work experience which provided the same kind, amount and level of knowledge acquired in the required education may be substituted for the required degree on a year-for-year basis. Note: SMOKING POLICY: Any candidate for a management job in the Colorado Department of Health who is currently a smoker will be asked to quit smoking entirely as a condition of employment.

SUBMIT YOUR APPLICATION TO:

Colorado Department of Health, Human Resources Section, 4210 E. 11th Avenue, Room 410, Denver, Colorado 80220

ITEM 1

CAMP DRESSER & MCKEE PAYROLL RATE RANGES
FOR THE PERIOD JUNE 30, 1988
TO JULY 1, 1989

LABOR CATEGORIES	GR	DIRECT SALARIES LOW	HIGH
ENGINEERS ALL	1	10.50	12.33
"	2	12.70	13.62
"	3	13.10	16.56
"	4	15.38	19.27
"	5	17.68	24.91
"	6	23.70	25.76
"	7	28.73	30.90
"	8	31.88	38.40
"	9	38.46	40.78
SCIENTISTS ALL	1	10.50	12.33
"	2	11.68	12.38
"	3	12.40	17.33
"	4	14.45	18.97
"	5	18.40	21.92
"	6	18.00	23.96
"	7	24.05	29.26
"	8	35.43	38.64
"	9	38.03	40.31
MANAGEMENT CONS	7	34.83	36.92
SCIENT TECH	2	10.58	12.06
GENERAL DRAFTER	1	7.50	7.95
GENERAL DRAFTER	2	9.20	9.75
GENERAL DRAFTER	3	10.88	14.92
GENERAL DESIGNER	2	13.00	13.78
ARTIST	4	17.88	18.95
CONTRACT ADMIN	2	17.75	18.82
WORD PROCESSOR	2	9.08	10.92
WORD PROCESSOR	3	12.75	13.52
ADMIN ASSIST	3	10.00	11.40
WRITER/EDITOR	2	14.25	15.11
CLERK	1	7.00	8.48
CLERK	2	8.85	11.42
CLERK FINANCIAL	3	9.86	10.45

EXHIBIT 2
DATE 1-17-91
-E Dem Sen Sub

1989 Federal Proposal Pricing Rates

Labor Classification	Raw Rate	% Increase
EN0	13.74	1.9%
EN1	16.20	2.3%
EN2	17.83	2.5%
EN3	19.73	3.1%
EN4	22.78	4.0%
EN5	26.09	4.5%
EN6	29.53	4.0%
EN7	34.94	4.3%
EN8	41.77	3.0%
EN9	64.97	6.5%
TA	8.66	3.7%*
T1	10.92	4.4%*
T2	12.95	3.4%*
T3	15.33	3.9%*
T4	17.58	4.0%
T5	20.48	3.1%
0	10.10	6.5%

Overall: 3.94% increase.

*Non-exempt employee labor costs include a 3% factor for overtime premium costs. This policy has been reviewed and accepted as an equitable practice by CH2M HILL's cognizant government audit agency.

Sincerely,

Dave Bunte
Project Manager

sm

RECEIVED

CONFIDENTIAL
RCG/HAGLER, BAILLY, INC.

Current Cost	Fully Loaded No Fee
$32.45	$89.47
$22.12	$60.99
$25.00	$68.93
$40.87	$112.69
$40.87	$112.69
$25.00	$68.93
$13.70	$37.77
$14.06	$38.77
$14.42	$39.76
$24.33	$67.09
$32.45	$89.47
$33.89	$93.44
$40.87	$112.69
$25.48	$70.26
$37.02	$102.08
$12.02	$33.14
$56.00	$154.41
$16.83	$46.41
$11.06	$30.50
$11.54	$31.82

Notes:

1. Actual rates as of 2/27/90.

2. Indirect rates for 1990 are as follows:

Fringe	32.25% of Labor
Overhead	90.49% of Labor + Fringe
G&A	9.45% of Total Costs

3. This is a partial listing of those most likely to work on the contract. Additional staff members will be included as needed.

EXHIBIT 2
DATE 1-17-91
HB Dum Sew Sub

December 11, 1989

EXHIBIT I

MSE, INC. APPROVED FY90 LABOR RATES

(Effective October 1, 1989 - September 30, 1990)

Technical Writer	$11.75
Soil Scientist	13.99
Environmental Engineer	11.79
Environmental Engineer	14.00
Environmental Engineer	12.90
Sr. Environmental Scientist	17.42
Word Processing	5.59
Sr. Environmental Engineer	16.80
Meteorologist	14.56
Word Processing	7.74
Environmental Scientist	12.75
Draftsman	7.59
Hydrogeologist	14.49
Draftsman	11.10
Hydrogeologist	13.36
Hydrogeologist	14.67
Sr. Environmental Scientist	18.88
Sr. Hydrogeologist/Project Leader	19.78
Industrial Hygienist	14.22

*All key personnel above with the exception of those marked with an asterik (*) may be paid overtime at a rate 1.5 times the rate shown above for hours worked over 8 hours in a calendar day.

Attachment K

American Industrial Hygiene Association Demographic Survey—1988

KENNETH D. BLEHM, PH.D.
AIHA Membership Committee

During the summer of 1988, the American Industrial Hygiene Association (AIHA) developed a survey instrument and database application to track the demographic characteristics of the AIHA membership. The intent of this undertaking was to establish a uniform database and survey instrument such that the membership could be polled at regular intervals and variations tracked over time. The data from the survey were stored and analyzed using a common microcomputer software program so that raw data or selective data summaries could be made available on magnetic media or hard copy to members upon request.

METHODS AND MATERIALS

By utilizing prior membership surveys done by AIHA (1974, 1978, 1981, and 1985) and analyzing a spectrum of survey questionnaires, a tool (eg., questionnaire) was developed to poll the membership. Contributing to the content and format of the questionnaire were AIHA member services personnel, specialists of the Bureau of Health Professions, United States Public Health Service, and personnel of Colorado State University, Department of Environmental Health. The questionnaire was field tested on a group of 60 randomly selected AIHA members for understanding, wording, appearance, and time of completion. Following review of this information, the final questionnaire was developed and typeset for distribution. The 28 questions required two pages (front and back) and an average of eight minutes to complete.

During the last calendar quarter of 1988 and the first quarter of 1989, all AIHA members were sent monthly notices from the president of the Association informing them of the upcoming questionnaire and the utility and importance of the data being solicited. The survey was mailed to all AIHA members for two consecutive months (7000 surveys per month: December 1988 and January 1989) and members were asked to post the reply back to AIHA headquarters. No attempts were made to distinguish characteristics of first versus second month responders. Fifty nonrespondents were randomly polled by telephone to determine reasons for not responding.

Members of the American Conference of Governmental Industrial Hygienists (ACGIH) who were not also members of the AIHA were sent a copy of the questionnaire in January 1989 in an attempt to increase the numbers of responses and to explore differences between AIHA and ACGIH members. Local section members of AIHA who were not national members were polled by mail to increase numbers of responses and to examine how these local section members differed from AIHA and ACGIH members. A single mailing during February 1989 was sent to this group. No multiple mailings or follow-ups on nonrespondents were directed at ACGIH or AIHA local section members because of limited time and resources.

The program R-Base for DOS (Microrim) was used to encode the questionnaire, tally results, and analyze data. For purposes of this paper, simple qualitative statistical methods were used and data comparisons were made.

RESULTS AND DISCUSSION

Of 7000 AIHA members, 3355 responses were received, for a return rate of 48%. Of the 2400 members of ACGIH who were polled, 122 responses were received. When 100 randomly selected AIHA local section members were polled, 26 responses were received. Data were not separated by type of membership (AIHA, ACGIH, or local section) for purposes of analysis because of the low number of responses from ACGIH and AIHA local section members. Multiple mailings to ACGIH and local section members plus extensive follow-up on nonrespondents would have added credibility to the overall effort, however, because of resource limitations, these actions were not undertaken during this survey. The telephone follow-up of AIHA nonrespondents showed the primary reasons for not completing the survey was "lack of time" and "just forgot" with "did not receive it" running a distant third place. Most members who were polled by telephone were interested in the outcome and stated that they would complete and send the questionnaire. These responses were not included in the data base because of a final cut-off date for data entry. A telephone follow-up may have significantly increased survey responses, however.

EMPLOYMENT STATUS

Figure 1 illustrates that the vast majority of industrial hygienists are salaried employees of private companies or governmental agencies or are self-employed. Anecdotal observation of the profession has indicated that the number of self-employed industrial hygienists has increased in recent years. This trend should be studied over time to determine if it is indeed true or an artifact based on perception. Employment opportunities for professionals are excellent, with fewer than 0.2% of respondents stating that they were currently unemployed. A significant portion of this response was due to job or geography preference as opposed to limited employment opportunities. Preliminary, unpublished data from a survey of employers indicate that the demand for industrial hygienists will be as strong or stronger through the first of the 1990s and possibly beyond.

SALARY DATA

Figure 2 shows the salary distribution of the membership by average salary in eight salary range categories. The standard deviations on the average salaries per catego-

Categories	Percentage
Self-employed, full-time	6
Salaried, full-time	86
Self-employed, part-time	1
Educational institution	1.7
Armed services	2.7
Retired, working part-time	1
Retired	0.7
Student, full-time	0.7
Unemployed	0.2

Figure 1—Employment status

Salary Range*	Percent of Respondents	Average Salary
Less than 20,000	3	10,600
20,000 - 30,000	9	27,400
30,000 - 40,000	25	36,300
40,000 - 50,000	29	45,800
50,000 - 60,000	18	55,600
60,000 - 70,000	8	65,600
70,000 - 100,000	7	82,100
Over 100,000	1	162,900

*Values in U.S. dollars.

Figure 2—Average salary distribution

ry, while not shown, indicated that there is a fairly consistent pattern of compensation within all ranges, with the exception of the less than $20,000 per year and over $100,000 per year categories. The primary determinants of salary appeared to be length of experience and level of education. Figure 3 shows salary versus experience, while Figure 4 contrasts salary versus education.

Years of Experience	Average Salary*	Standard Deviation
Less than 5	34,700	9,500
5 - 10	45,200	16,600
10 - 15	50,900	13,400
15 - 20	56,200	19,100
20 - 25	69,700	20,300
More than 25	62,700	28,020

*Values in U.S. dollars.

Figure 3—Average salary by experience

Degree	Average Salary*	Standard Deviation
No college degree	37,800	13,600
B.S. or B.A.	43,700	27,300
M.S. or M.A.	48,000	16,300
Ph.D.	59,200	29,500

*Values in U.S. dollars.

Figure 4—Average salary by education

There is a marked increasing trend on both charts with the exception of the 25+ year experience category. It is probable that significant numbers of members in this category are retired or partially so, resulting in a somewhat reduced salary over the previous category.

Outside income was reported by 18% of industrial hygienists, with the majority of them reporting from $1,000-$5,000 per year in a professional activity other than their primary employment (Figure 5). Occasional consulting jobs, expert testimony, and similar activities would fall into this category. Outside income did not appear to be a significant contributing factor to any observed differences in compensation by experience or education.

Figure 6 shows average salary by employment category regardless of education, experience, or similar factors. While certain categories appear to have higher average salaries, the standard deviations on those averages are also elevated. Considering the dispersion about the reported mean salary per category, there is a fairly consistent pattern for compensation of industrial hygienists across employment categories. As was mentioned earlier, the determinants of education and experience were more significant regarding compensation than was employment category.

EXPERIENCE DISTRIBUTION

Figure 7 shows that 83+% of industrial hygienists have from 1-9 years experience, with over 70% of industrial hygienists in the 1-14 year categories. (For a breakdown of years of experience compared with levels of education, see Figure 8.) As a professional group, industrial hygienists are a fairly young society but have aged since earlier demographic surveys. The number of persons in the 15-24 year experience categories who may be approaching retirement, are not completely offset by the number of persons in the 1-4 year categories, indicating that the job demand for industrial hygienists in the next 5-10 years should continue strong as senior members of the profession begin to retire.

The generally youthful character of this professional group is shown in Figure 9 where approximately 70% of the membership is 44 years of age or younger. The low number of persons younger than 25 years of age is probably an indication that many industrial hygienists get into this field from other areas after several years of professional experience or that many industrial hygienists "break" into the field after attending graduate school to earn a master's degree. The applied nature of industrial hygiene necessitates a solid grounding in basic science prior to beginning professional practice, and therefore, few persons earn baccalaureate degrees in industrial hygiene. This fact also contributes to the low number of young professionals in the age category under 25 years.

EDUCATION

Industrial hygienists are a well-educated group, with over 51% of respondents to this survey holding a master's degree. The fact that few educational programs offer specializations in industrial hygiene at a level below the master's is a primary contributor to this outcome (Figures 8 and

Category	Percent of Respondents
Respondents reporting outside income	18
Respondents reporting $1,000 to $5,000*	16
Respondents reporting over $5,000	2
Respondents reporting no outside income	82

*Values in U.S. dollars.

Figure 5—Outside income

Average Employment Category	Standard Salary*	Deviation
Local, state, or federal government	40,800	12,600
Industry	50,700	25,800
Equipment sales or development	54,700	23,300
Education	48,600	34,900
Consulting	50,500	21,100
Military	42,200	14,400
Insurance	45,700	13,500

*Values in U.S. dollars.

Figure 6—Average salary versus employment category

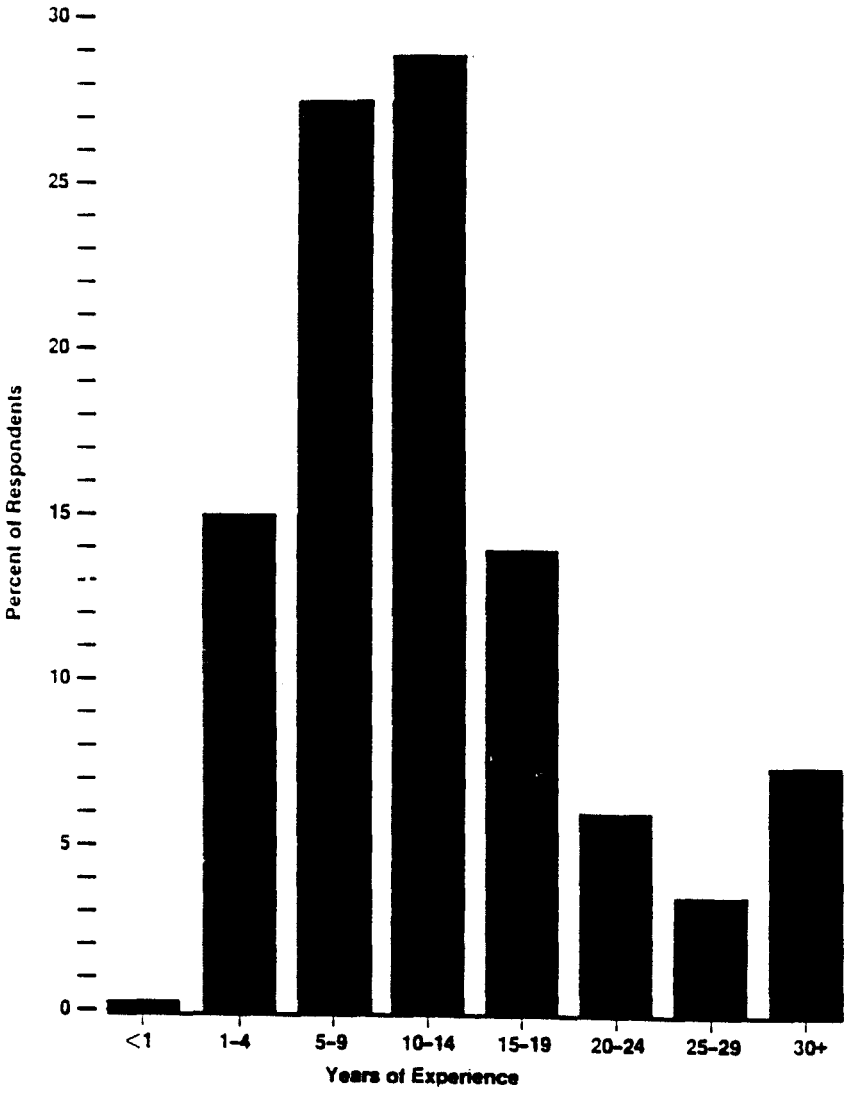

Figure 7—Experience distribution

10). Furthermore, anecdotal information from numerous practitioners would indicate that the master's degree is a "cost effective" degree in terms of potential salary growth versus the cost of education and considering the options of pursuing a program of study specifically in industrial hygiene or a related area. Fewer than 4% of the respondents to this survey had no degree, and the majority of respondents with the doctoral degree were concentrated in education institutions and research settings. It is reasonable to project that in years to come the baccalaureate degree may be a minimal level for this profession and those who pursue the doctoral degree will be driven by personal employment preferences as opposed to concerns for salary growth.

An interesting observation that confirms the "desirability" of the master's degree in this profession is shown in Figure 10, where 22% of all respondents stated that they planned to pursue a master's in industrial hygiene within 3-5 years. The remaining respondents who intended to pursue a formal degree program were heavily influenced by business to complement to their professional industrial hygiene practice with an MBA degree.

AREAS/LEVELS OF RESPONSIBILITY

The majority of industrial hygienists practice comprehensive industrial hygiene. Safety concerns, however, are also a significant area of responsibility. Anecdotally, industrial hygiene and safety professionals appear to be moving to a position description somewhere between the classical definition of each type of professional. Industrial hygienists also appear to be assuming more responsibility in the areas of general pollution control, hazardous waste, and administration of programs. Figure 11 shows the combinations of industrial hygiene and other primary practice areas, other than comprehensive industrial hygiene, where respondents assumed professional responsibility. The "other" classification on Figure 11 included such areas as insurance and loss control efforts, law, security, fire and property protection, and production responsibility.

Figure 12 shows that the majority of industrial hygienists polled assume some type of technical or nontechnical staff supervisory responsibility. Roughly one-third of respondents practiced industrial hygiene individually or in two person groups with little supervisory responsibility. This fact is further illustrated by Figure 13, showing the typical size of a professional staff at the primary employment location of the majority of respondents. A significant group (9%) of respondents failed to address the issue of supervisory responsibility on the questionnaire. At this time there is no logical or apparent reason to explain this lack of response to the question of supervisory responsibility. The reasons for this nonresponse should be determined and corrected prior to readministration of this questionnaire.

TIME ALLOCATION BY ACTIVITY

Industrial hygienists spend most of their time on field or management activities (perhaps a function of a small staff size) with a considerable portion of time devoted to training (a likely result of federal legislation on hazard communication and right-to-know laws). Figure 14 data can be misleading as the question asked industrial hygienists to apportion their day among the categories shown. The wide range of

Years of Experience	Percent of Respondents by Type of Degree			
	None	BS/BA	MS/MA	Ph.D.
Less than 5 years	1	8	11	1
5 - 15 years	2	15	30	7
15 - 30 years	1	5	8	5
30 or more years	1	1	2	2

Figure 8—Experience versus education

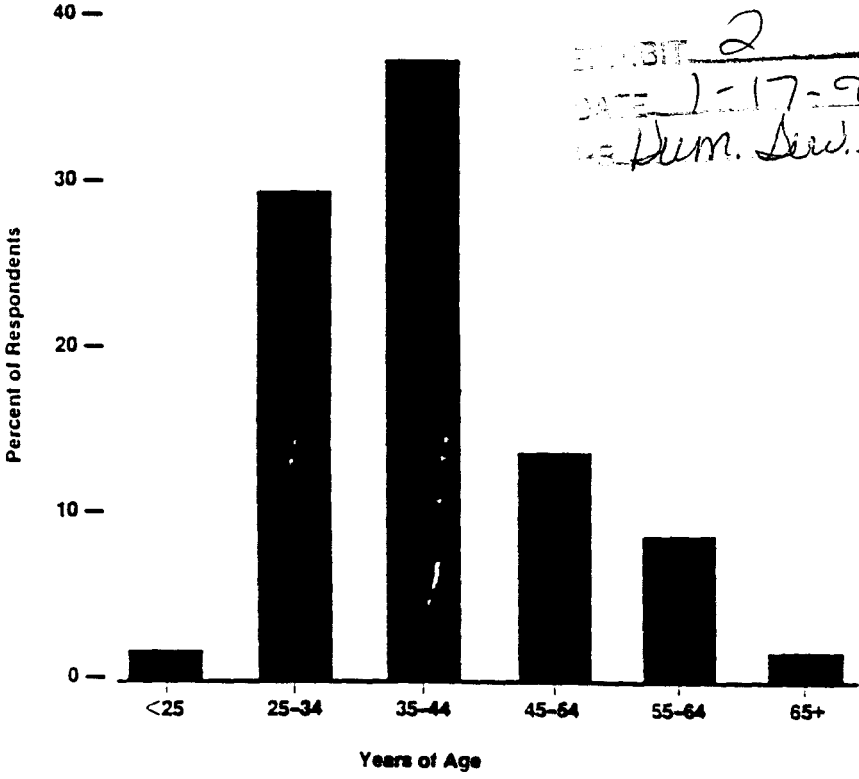

Figure 9—Age distribution

	Percent of Respondents
More education planned	32
Type of education	
MS/MA in industrial hygiene	22
MBA	7
Ph.D.	1
Miscellaneous courses	2

Figure 10—Educational outlook

responses was averaged per category, and this "average" percent of time spent is shown in Figure 14. These data are not "typical" of an industrial hygienist and are instructive only in identifying major categories of time investment.

IH PROGRAM PLACEMENT

It appears that industrial hygiene programs are still administratively housed "all over" depending on the company or agency (Figure 15). Increasing numbers of industrial hygiene departments exist, but given

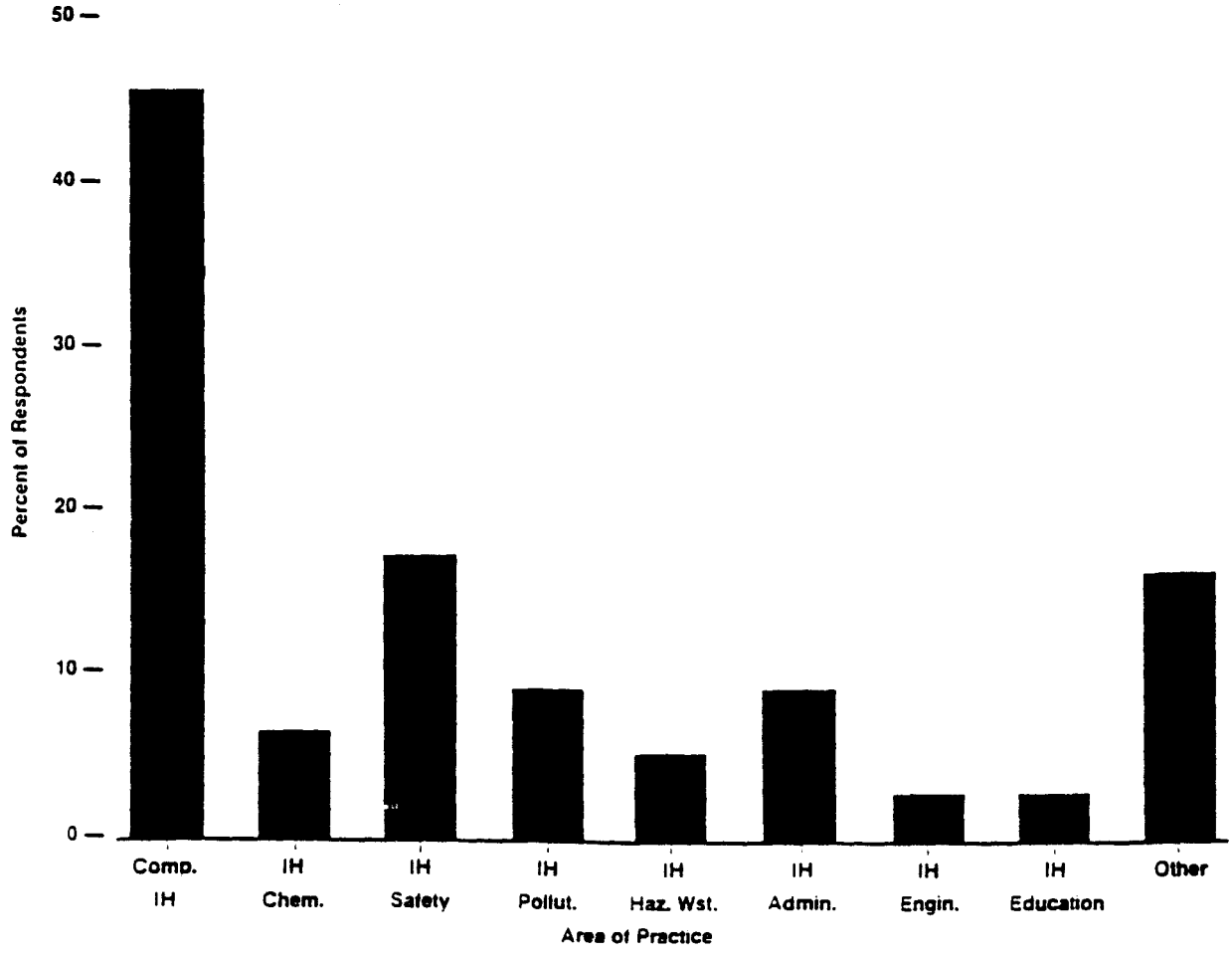

Figure 11—Area of responsibility

	Percent of Respondents
No supervisory responsibility	32
Supervises technical persons	23
Supervises nontechnical persons	6
Supervises both types of persons	30

Figure 12—Level of responsibility

Number of People on Staff	Percent of Respondents
Less than 100 staff members	96
Less than 6 staff members	72
Less than or equal to 2 staff members	47

Figure 13—Size of professional staff

Activity	Percent of Time*
Management activities	39
Laboratory activities	9
Educational activities	4
Field activities	34
Training activities	13
Other	1

*Note: Due to wide variations in response, average time spent is reported for each category by persons responding to that category.

Figure 14—Time allocation by activity

the increased demand for all types of environmental, safety, loss control, and other service placed upon industrial hygienists, it is difficult to ascertain the best place to administratively house an industrial hygiene effort — whether it be in a separate department or as a functional part of another department concerned with environmental, medical, loss control, personnel, or similar affairs.

PROFESSIONAL CERTIFICATION

It is assumed from available data that achievement of some professional certification related to the practice of industrial hygiene is highly desirable, with over 73% of respondents reporting some type of credential(s) (Figure 16). The CIH designation is the primary professional certification, but it is followed closely by a dual CIH/CSP designation. Responses to this questionnaire also showed that certifications in the area of hazardous waste operations are being attained by many practicing industrial hygienists. Of the 26% of respondents that possessed no professional certification, a majority had less than 5 years of experience. Therefore, it is likely that some type of certification may be sought. The largest employment category wherein industrial hygienists reported holding no professional certification was government service at the federal, state, and local levels.

EMPLOYMENT STABILITY

Given the nature and number of opportunities available to industrial hygienists in the current and near future (3-5 years) projected job markets, the stability of employment at a position is fairly good, with 66% of all respondents reporting no employment change within the past three years (Figure 17). As opportunities and priorities change within the profession over the next decade or so, it will be interesting to note how this particular statistic may vary with time.

SUMMARY

These data present but a snapshot of industrial hygienists in 1989. Societal demands and population aging could substantially change this picture within a few years. Further, the associations or observations that could be drawn from the available data are almost limitless given the type of questions that could be asked of the database. It will be possible in the near future that any AIHA member will be able to query AIHA member services for specific information regarding this membership database. Furthermore, copies of the data may be made available upon request pending decisions of the Board of Directors and management staff of AIHA. These baseline demographic data represent an important first step in defining who we — industrial hygienists — are and what we could, should, or may become.

Where Program is Administratively Housed	Percent of Respondents
IH department	14
Personnel department	10
Technical services	9
Environmental department	9
Medical department	7
Safety department	7
Loss control department	5
Other	39

Figure 15—Administrative program placement

Type of Certification	Percent of Respondents
IH in training	9
CIH	31
CIH and CSP	8
PE	2
CSP	7
CIH and other	5
Other certification	11
No certification	26

Figure 16—Professional certification

Employment Status Change	Percent of Respondents
Changed employment	34
No change in employment	66

Figure 17—Reported employment change in the past three years

LETTER A

UNITED STATES ENVIRONMENTAL PROTECTION AGENCY
REGION VIII, MONTANA OFFICE
FEDERAL BUILDING, 301 S. PARK, DRAWER 10096
HELENA, MONTANA 59626-0096

EXHIBIT 2
DATE 1-17-91
HB Dism Sent Sub

Ref: 8MO

August 7, 1990

Steve Pilcher, Director
Water Quality Bureau
Environmental Sciences Division
Department of Health and Environmental Sciences
Cogswell Building
Helena, Montana 59620

Dear Steve:

I want to express EPA's concern with the high turnover rate and continual vacancies which you carry in the Construction Grants Program.

Over the last several years the number of active construction grants projects has increased substantially while available staff has diminished. The need to hire and retain experienced engineers and environmental scientists is critical to the success of these projects. Although the current staff is making a valiant effort to stay on top of the workload, you are behind schedule on obligations, outlays, initiations of operations, physical completions -- every program measure which we track. At the same time you have fallen far behind schedule in completing your application for the State Revolving Loan Fund -- possibly jeopardizing millions of dollars in federal funds which must be obligated in the next two months.

I encourage you to take the steps necessary to fill all existing vacancies expeditiously and with qualified, experienced personnel. If there is anything which I can do to assist you, please contact me or my staff immediately.

Sincerely,

John F. Wardell

John Wardell, Director
Montana Office

cc: Max H. Dodson

Department of Health and Environmental Sciences
Environmental Sciences Division
Air Quality Bureau

Executive Budget Modified Request

	FY 92	FY 93
FTE	6.5	6.5
Salaries	$136,959	$136,434
Benefits	20,912	21,050
Insurance	10,800	10,800
TOTAL	$168,671	$168,284
Contracted Services	$ 3,180	$ 3,360
Supplies & Materials	3,978	2,985
Communications	7,310	7,210
Travel	9,656	9,976
Rent	8,000	8,000
Repair & Maintenance	1,000	1,000
Other (Indirects at 23%)	40,753	40,275
TOTAL	$ 73,877	$ 72,806
Grants	$ 91,745	$ 92,514
Total Program	$334,293	$333,604
Funding Source		
- Federal Funding	$253,360	$253,347
- Permit Fees	80,933	80,257

Department of Health and Environmental Sciences
Environmental Sciences Division
Air Quality Bureau

Additional Modified Request

	FY 92	FY 93
FTE	6.0	6.0
Salaries	$138,052	$138,052
Benefits	20,261	20,261
Insurance	10,800	10,800
TOTAL	$169,113	$169,113
Contracted Services	$ 55,992	$ 56,992
Supplies & Materials	7,000	5,000
Communications	7,500	7,500
Travel	11,000	12,000
Rent	8,000	8,000
Repair & Maintenance	2,500	2,500
Other (Indirects at 23%)	38,895	38,895
TOTAL	$130,887	$130,887
Equipment	$ 20,000	$ 20,000
Total Program	$320,000	$320,000
Funding Source	Permit Fees	Permit Fees

3
1-17-91
Dunn Dev Sub

Department of Health and Environmental Sciences
Environmental Sciences Division
Air Quality Bureau

Combined Modified Request

	FY 92	FY 93
FTE	12.5	12.5
Salaries	$275,011	$274,486
Benefits	41,173	41,311
Insurance	21,600	21,600
TOTAL	$337,784	$337,397
Contracted Services	$ 59,172	$ 60,352
Supplies & Materials	10,978	7,985
Communications	14,810	14,710
Travel	20,656	21,976
Rent	16,000	16,000
Repair & Maintenance	3,500	3,500
Other (Indirects at 23%)	79,648	79,170
TOTAL	$ 204,764	$ 203,693
Grants	$ 91,745	$ 92,514
Equipment	$ 20,000	$ 20,000
Total Program	$654,293	$653,604
Funding Source		
- Federal Funding	$253,360	$253,347
- Permit Fees	400,933	400,257

WASTE MANAGEMENT SECTION

SOLID WASTE PROGRAM

Program Summary

The Solid Waste Program is a licensing, regulatory program designed to provide protection of health and the environment through controls over the management and disposal of solid wastes. It's primary focus has been on the landfill disposal of municipal solid wastes, but it also controls transfer stations, rural container collection systems, incinerators and other types of solid waste management systems. The current level program operates with 3.41 FTEs.

With many of the state's currently operating landfills approaching capacity and with new federal regulations setting higher minimum standards for landfill design and operation, the Solid Waste Program is being challenged to take a significant step forward from its present capabilities and status.

Budget Issues

1. Contracted Services -- The $17,388 per year decrease in contracted services in the LFA budget versus the executive budget will harm the program's ability to perform needed laboratory testing and to obtain consultant services in site engineering and design. Landfill site designs and monitoring systems are becoming very detailed and complex. Contract assistance in evaluation of applications and in drafting Environmental Assessments is a necessary program expense, as is the analytical testing of various wastes, landfill leachate, and groundwater.

2. Landfill Review/Permitting -- The LFA budget eliminates the 1.5 FTE staffing for this function related to solid waste importation from out of state. If either 1) the current moratorium is allowed to end in October or 2) the moratorium is extended (by HB 139) but is successfully challenged in court, the state may be left unable to address workload associated with waste importation.

3. Modified Budget -- The 3.0 FTEs associated with the Landfill Management Modified Budget are needed to address the new, more extensive and more complex landfill rules required under Subtitle D of RCRA. This budget modification is needed not only to address municipal landfill licensing and regulation, but also the increasing number of license applications for incinerators, recycling facilities and other types of waste management systems. State primacy is an issue as the federal government develops and publishes its new solid waste standards under RCRA.

4. Funding Source -- The executive budget shifts approximately $81,000 of the cost of the current level program budget from the General Fund to solid waste fees in FY93. The LFA budget retains General Fund support for the full current level program through the biennium.

Exhibit #5
1/17/91
Human Serv
Subc.

5
1-17-91

WITNESS STATEMENT

NAME Dave Pruett BILL NO. ____

ADDRESS 28289 Norris Rd, Bozeman, DATE 17 Jan 91

WHOM DO YOU REPRESENT? MACO - Gallatin Co

SUPPORT ____ OPPOSE ____ AMEND ____

PLEASE LEAVE PREPARED STATEMENT WITH SECRETARY.

Comments: support - Solid Wast funding at LFA $184,705.-

oppose - Executive budget at $103,000.-

VISITOR'S REGISTER

Human Services SUBCOMMITTEE

AGENCY(S) ______________ DATE 1/17/91

DEPARTMENT ______________

NAME	REPRESENTING	SUP-PORT	OP-POSE
Ray Hoffman	DHES		
Judy Hanson	DHES		
Steve Pilcher	DHES		
Jack Thomas	DHES		
Kevin Keenan	DHES		
Loren Bahls	DHES		
John Arrigo	DHES		
Will J. Selser	L&C City Co Health		
David Pruitt	MACo Montana Assoc. of Counties		
Duane L. Robertson	DHES		
[illegible]	DHES		
Roger Thorvilson	DHES, SHWB		
Doug Rogness	DHES, SHWB		

IF YOU CARE TO WRITE COMMENTS, ASK SECRETARY FOR WITNESS STATEMENT.
IF YOU HAVE WRITTEN COMMENTS, PLEASE GIVE A COPY TO THE SECRETARY.

FORM CS-33A
Rev. 1985