

APPLICATION FORM

All applications must include the following information. Separate applications must be submitted for each eligible program. **Deadline: June 2, 2017.** Please include this application form with electronic entry.

PROGRAM INFORMATION

County: County of Henrico

Program Title: Unified Workforce Environmental Awareness Training

Program Category: Environmental

CONTACT INFORMATION

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SIGNATURE OF COUNTY ADMINISTRATOR OR CHIEF ADMINISTRATIVE OFFICER

Name: John A. Vithoulkas

Title: County Manager

Signature: 

1. Program Overview

With the heightened focus and support from the public toward environmental stewardship and enhanced regulatory compliance, the Henrico County Department of Human Resources' Division of Risk Management and Henrico County Public Schools (HCPS) Division leaders collaborated with multiple agencies during the past two years to develop a comprehensive and unique approach to Environmental Awareness training. This approach unifies and streamlines the efforts of all county agencies, to ensure that employees are exposed to a uniform, step-by-step model of environmental stewardship that could positively influence behaviors and actions, both on and off the job. The training outreach disseminates this message effectively throughout an employee workforce exceeding 10,000 in over 35 departments and 100 facilities.

First, twelve Environmental Standard Operating Procedure (ESOP) documents were developed by the county for application to all county agencies. These documents tailor the approach by county agencies to satisfy environmental regulatory requirements and promote adoption of best management practices. Second, four training videos were designed, produced and directed. Recognizing that to reach the diverse functions of all employees within the county, and to maximize interest and retention of information, the training videos feature county employees at various county facilities performing tasks in the most environmentally responsible manner. Customizing the training video series increased the likelihood of employees retaining the information and modeling the behavior, with an added benefit of introducing employees to environmental safety resources and facilities available throughout the county. Finally, a web-based program was launched to both county and school division employees. The program uses an entirely paperless process to host the videos, track training participation, measure and record competency, and alert employees when refresher training is due.

2. Problem Faced

The county's Environmental Policy Statement and its overarching environmental goals makes a commitment to environmental compliance, pollution prevention, conservation, continual improvement, and education and training. With over 10,000 employees representing more than 35 departments and over 100 facilities, the County of Henrico's Department of Human Resources Division of Risk Management and school division leaders wanted to identify a way to more efficiently and effectively train its employees toward achievement of these goals.

Past environmental awareness training efforts have included written materials, PowerPoint presentations, hands-on demonstrations, and videos purchased from outside vendors. Having each supervisor prepare for individual training sessions can be time intensive, and employees sometimes did not receive consistent information and often did not retain the information presented. The county thought that if they created videos that were written specifically for Henrico County and featured county employees performing tasks at county facilities, training retention would increase, employee knowledge of the county's environmental safety resources would improve, and managers, supervisors, and staff would be exposed to identical information, which helps with cross-training management and monitoring efforts toward environmental compliance.

3. How the Program Fulfills Awards Criteria

General government and school employees collaborated to create these training videos. Employees from numerous departments and facilities across the county participated. The county has only recently begun assigning the videos to employees, and already over 100 employees have viewed them.

County ESOP documents extend beyond regulatory requirements, and these videos are tailored to train on those extra requirements as well as the regulations, which is something the county

could not have purchased 'off the shelf.' Additionally, the video that address spill response has been shown to employees to help satisfy Spill Prevention Control and Countermeasure (SPCC) and Municipal Separate Storm Sewer System (MS4) training requirements.

Feedback from employees has been overwhelmingly positive. The content resonates with them since the film locations and participants are familiar. Employees are more likely to retain the information and model the behavior shown in the videos. To quote the division director at the county's Water Treatment Facility, "Our staff appreciates seeing training videos featuring county employees and facilities, and they continue to demonstrate the knowledge learned through the videos while completing their daily tasks."

Custom-tailored training videos can be created by any locality to enhance their environmental awareness training at no cost.

4. How the Program was Carried out

Twelve ESOP documents were developed by the county for application to all county agencies, and are maintained by Risk Management. These procedural documents tailor the approach by county agencies to satisfy environmental regulatory requirements, and promote adoption of best management practices.

Environmental awareness training efforts toward these ESOP documents included written materials, PowerPoint presentations, hands-on demonstrations, and videos purchased from outside vendors. The county's Environmental Manager found through observation of many departments and interaction with many supervisors and division directors that these training methods were inconsistent in delivering an effective message and producing results. In addition, the feedback included that having each supervisor prepare for individual training sessions could

be time intensive, and employees sometimes would not receive consistent information and often did not retain the information presented.

In 2014, during an environmental and sustainability meeting between personnel from general government and HCPS, a team which included the county's Environmental Manager and a Capital Project Manager from HCPS' Construction and Maintenance Division was formed to address these issues and develop a model training series that could be utilized by and made accessible to all county departments.

The team decided that creating videos that were written specifically for Henrico County employees and featuring county employees performing common work tasks at county facilities, training retention would increase, employee knowledge of the county's environmental safety resources would improve, and managers, supervisors, and staff would be exposed to identical information, which would assist management with cross-training efforts and monitoring progress and achievement toward environmental compliance.

The team approached HCPS' Communications & Public Relations Department to gauge their interest in filming and editing the videos. After several successful collaborations, consensus was that the county's Environmental Manager and HCPS' Capital Project Manager would write the scripts, set up the filming locations and personnel, and review with HCPS' Communications & Public Relations staff to complete the filming and editing and establish the content and format of the planned video training series.

Drafting the script, including the dialogue and film locations, soon commenced. The videos needed to cover the content of the county's ESOPs while being concise and interesting. They also had to include a variety of county facilities and feature images and personnel associated with the county's many environmental safety resources, which might not have been familiar to all

county employees and agencies. The Environmental Manager and Capital Project Manager met frequently to create the scripts.

The first video created featured management of underground storage tanks, aboveground storage tanks, and spill response and notification. Once the script was complete, it was delivered to Communications and Public Relations for review. Edits were made, and the video was produced. All employees featured in the video were contacted and provided their script, and schedules were arranged to conduct the filming.

Ten employees at seven locations were filmed during production of the first video. After the filming was complete, Communications and Public Relations began the editing process. A few changes were made, and the twelve-minute video was completed. A second video was then created that addressed the topic of managing used oil, used oil filters, and used antifreeze. This film featured eight employees at eight locations and was eleven minutes long.

Henrico County Public Schools' Communications & Public Relations Department has state-of-the-art video and editing equipment to film and produce the videos. The videos were shot using a Panasonic P2 HD Camera and edited using Final Cut Pro. A green screen was utilized for a few creative scenes.

The county was already in the process of securing the web-based training platform WebnetTraining, a platform ideal to host the training videos. In order to enable viewing of the videos via WebnetTraining, the videos were first uploaded to YouTube. WebnetTraining enables viewing and tracks training participation, measures and records competency, and alerts employees when refresher training is due.

Webnet is offered to all general government and HPCS' Construction and Maintenance employees. This program allows administrators to assign the training videos, track who views them, administer a customized quiz and record the results at the film's conclusion in order to demonstrate competency. The Webnet platform also allows the films to be shown to a large audience, and names of those in attendance can be manually entered for record purposes.

While implementing this training platform and uploading the films, two additional videos were created. The third video addresses the topic of management of fats, oils, and greases (FOG). The fourth video addresses the management of hazardous waste, universal waste, and medical waste. HCPS' Communications & Public Relations Department is presently editing these two videos. Once they are complete, both will be uploaded and assigned to designated personnel for training purposes. Future scripts addressing other environmental awareness training topics are being considered.

5. Financing and Staffing

In a time when municipalities are being asked to do more with less, finding a training methodology which is both efficient and effective is highly desirable. This consistent and uniformly administered environmental awareness training provides an ideal platform to minimize environmental and regulatory risks, and reduce financial liability associated with the county's environmental assets and activities.

Training videos purchased from vendors can cost \$500 or more per video. These videos were created using only on-site resources so there was no additional cost to the county other than employee salaries already being paid. The county does pay an annual fee for the web-based training platform where the training videos are housed; however, that program was purchased prior to the creation of these training videos, and there is no additional fee for adding the videos to Webnet. Further, this platform utilizes an entirely electronic, paperless process.

The county's Environmental Manager and a Capital Project Manager from HCPS' Construction and Maintenance Division met frequently to create the scripts for the videos. Approximately, 120 personnel hours were spent writing and planning each video script. Two employees from HCPS' Communications & Public Relations Department filmed and edited the videos. Ten employees were filmed in the first video, and eight were filmed in the second video.

6. Program Results

The program was successfully launched during the fourth quarter of 2016, and access was granted to select employees in a few pilot agencies. The initial release of the program has successfully reached over 100 of those participating in the initial pilot effort and all have been issued certificates of competency. The county anticipates assigning these two videos to other divisions and hundreds of more employees within the next six months.

Feedback from employees has been overwhelmingly positive. Employees relate to the familiar scenes and faces. This relationship has helped make compliance a tangible and shared activity. Numerous employees from diverse positions were filmed stating why they care about the environment. These segments were introduced throughout the videos to help personalize the dialogue and share experiences and lessons learned throughout a diverse group of employees.

The attention generated by the presence of the film crew also served to reinforce the importance and greater potential for success of implementing a training methodology written specifically for Henrico County employees, featuring county employees performing common work tasks at county facilities. Employees gathered to observe the filming, and many asked for more information about the environmental procedures being filmed.

An additional benefit to the film “Managing USTs, ASTs, and Spill Response and Notification” is that it serves as a teaching aid for SPCC training. The video can be shown to supplement this Environmental Protection Agency (EPA) required training. Further, one of the requirements in the county’s new MS4 permit is to provide compliance training to employees. This video has been shown to employees to help satisfy those training requirements as well.

The county’s Environmental Policy Statement and its overarching environmental goals makes a commitment to environmental compliance, pollution prevention, conservation, continual improvement, and education and training. Through proper administration of this new environmental awareness training methodology, these commitments can be realized while minimizing the burden on individual agencies to plan and create their own sessions.

7. Summary

The creation of these environmental awareness training videos was a collaboration between general government and schools. The county recognized that training videos featuring county employees at county facilities could reach the diverse functions of all employees within the county, and maximize their interest and retention of information.

The videos deliver an effective and consistent message and have exposed county employees to environmental assets and safety resources at facilities with which they may not have been familiar. The WebnetTraining program allows managers to assign these videos to a targeted audience and the program tracks training participation, measures and records competency, and alerts employees when refresher training is due.

Employee feedback has been extremely positive, and the county has only recently begun assigning the videos to its employees. Additional training videos will be released and assigned

to employees in mid-2017. All of these videos have been created at no additional cost to the county other than already incurred salary expenses.

This approach can be modeled by any locality to also enhance and maximize their environmental awareness training at no cost.

Unified Workforce Environmental Awareness Training Supplemental Materials

HAZARDOUS WASTE, REGULATED MEDICAL WASTE, AND UNIVERSAL WASTE MANAGEMENT	<u>SCENES</u>
	<p>Henrico County Video Title</p> <p>Then Display Text on Screen:</p> <p>“WHY WE DO”</p> <p>“WHAT WE DO”</p> <p>“The following story is an example of why today’s environmental laws exist...”</p> <p>“...and why it is important that we follow them.”</p> <p>Show Love Canal Video:</p> <p>(0:00 – 2:12) ends with the word “ecosystem” Plus (4:16-4:44) starting “to help ensure”, and ending “as a whole”</p>
<p><u>VOICEOVER</u></p>	
<p>Spokesperson: Brian P. Location: Brian’s Office Job Title Caption: Risk Manager, Henrico County</p>	
<p><i>Brian’s Voiceover: Hello, my name is Brian, Risk Manager for the County of Henrico. Henrico County is committed to protecting the environment through proper Waste Management. In the daily activities of many Henrico County employees, certain waste types are encountered that cannot be disposed of in a dumpster or landfill and instead must be specially managed.</i></p>	<p>Brian Walking and Speaking --- Meadow Farm</p> <p>Employees handling NiCad batteries (TV Services), lamps, aerosol cans, paints, pesticides, lawn and auto batteries, medical waste, custodians cleaning up med waste</p>
<p><i>In order to assist with managing Hazardous Waste.....,Universal Waste....., and Regulated Medical Waste, Henrico County has implemented 4 related countywide Environmental Standard Operating Procedures, or SOP’s, for Waste Management, which are available from your supervisor. These SOP’s</i></p>	<p>Show Haz Waste Storage Containers Gen Services waste area (labeled areas/drums) Medical Waste – show SHRP container and bag</p>

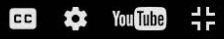
<p><i>provide instructions to employees in how to properly comply with environmental regulations, including proper waste identification, storage and disposal.</i></p> <p><i>To learn more about the county's Waste Management program and procedures, let's visit a few operations and observe the process.</i></p> <p>Spokesperson: Jon C. P.E. Location: Woodman Rd. DPU Office Job Title Caption: Solid Waste Division Director, Henrico DPU</p> <p><i>The County's Solid Waste Division protects the environment by collecting and properly managing solid waste as well as recyclables from County residents and businesses.</i></p>	<p>SOP scene (employee and supervisor looking at SOP), over-the-shoulder scene</p> <p>Brian speaking</p> <p>Jon speaking at springfield station with transfer activities in background</p>
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Sample of Script

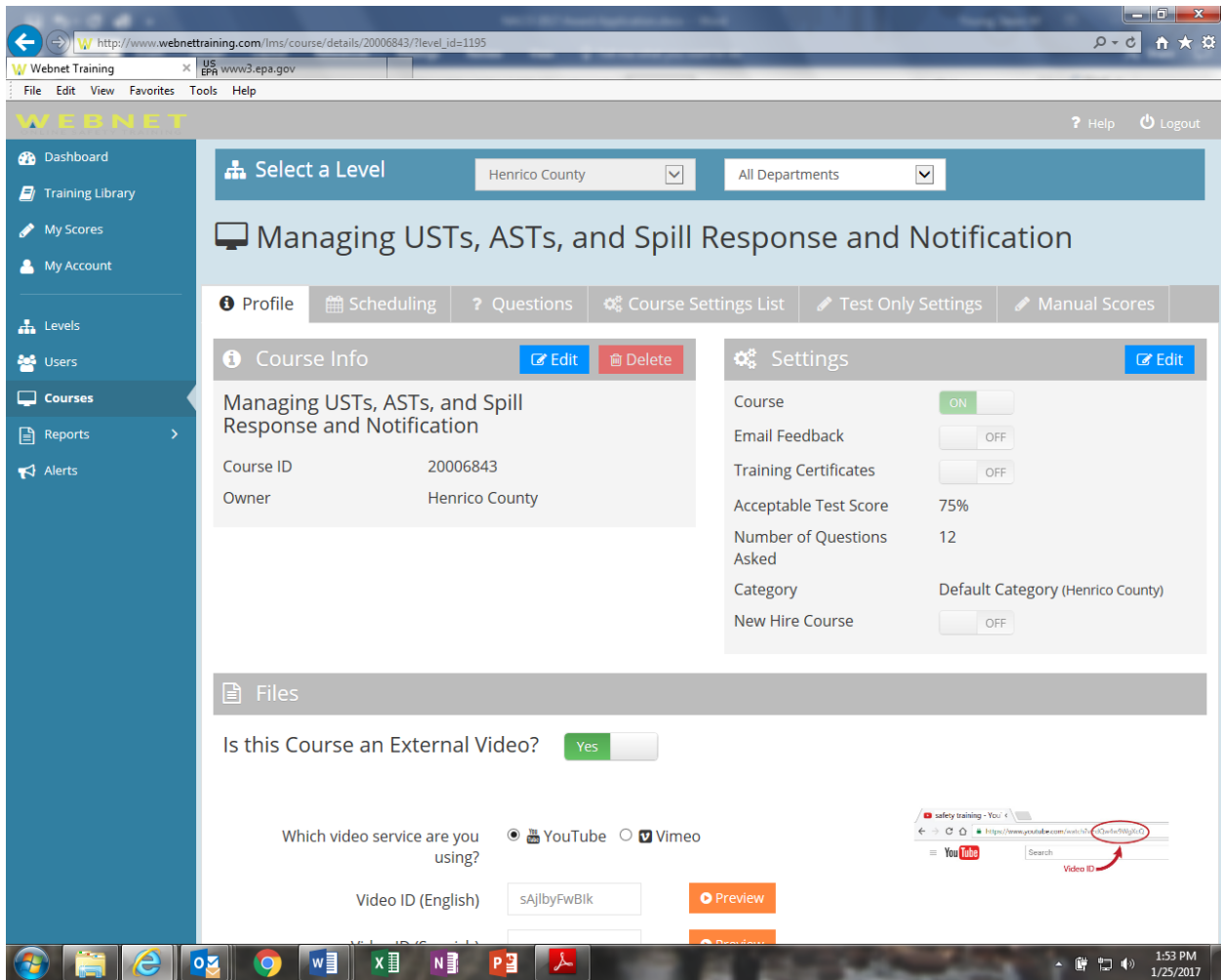
Managing USTs, ASTs, and Spill Response and Notification



2:29 / 12:23



Screenshot from Training Video



Screenshot from WebnetTraining Platform