

# ORGANIZATIONAL GUIDE TO



## *THE MARYLAND DEPARTMENT OF THE ENVIRONMENT*

**Martin O'Malley**  
Governor

**Robert M. Summers**  
Secretary



**Welcome** to the Organizational Guide to the Maryland Department of the Environment (MDE). This document has been prepared to assist MDE customers in understanding the organizational structure and functions of Maryland's environmental protection and restoration agency.

MDE has about 900 employees. Its main office is in Baltimore City. MDE has eight field offices across the state. MDE's primary products and services include permitting/licensing and inspections for 89 functions and different regulatory facilities, extending financial assistance, overseeing environmental cleanups, technical assistance for compliance and pollution prevention, public education and outreach, and responding to emergencies.

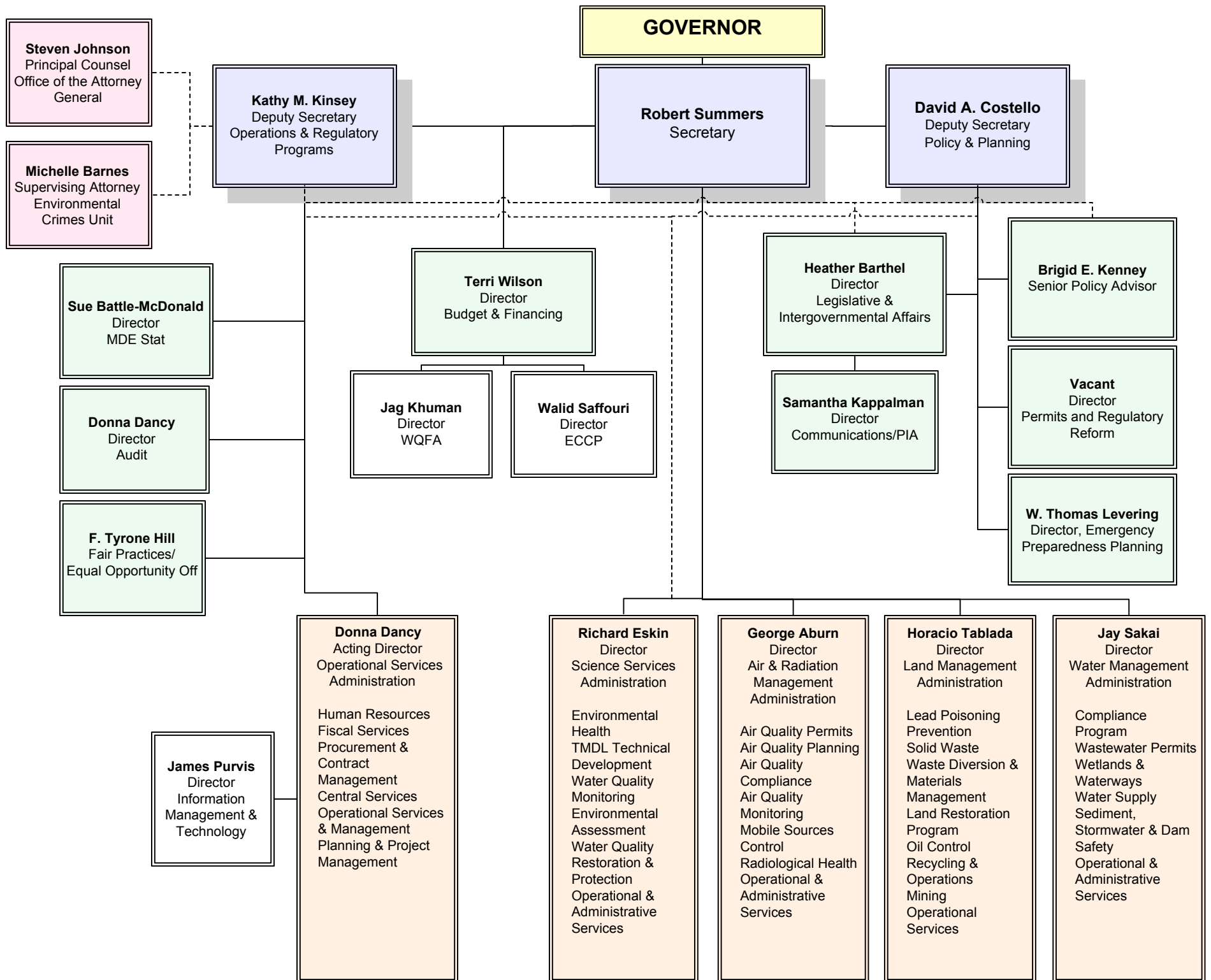
MDE's primary customers are the public whom we protect. Services are also provided to businesses and other types of customers that we regulate. MDE has six key requirements for those customers:

- Timely and cost effective permitting
- Quality and enforceable permitting
- Timely and appropriate enforcement actions
- Timely and appropriate complaint response
- Timely and effective cleanups
- Timely and quality environmental data

MDE's workforce is primarily comprised of field inspectors, permit writers, engineers, and scientists. MDE also has administrative, clerical, management, information technology and financial personnel, planners, lawyers, and other professionals.

The Department is working to ensure that we achieve the State's environmental goals by enhancing customer service and building strong partnerships with our stakeholders and customers, which includes an open dialogue with all Maryland citizens, federal and local governments, business, and environmental communities.

MDE is committed to continuous improvement in environmental quality and services for the citizens of Maryland. We hope this guide to MDE is a useful resource.



**GOVERNOR**

**Robert Summers**  
Secretary

**David A. Costello**  
Deputy Secretary  
Policy & Planning

**Kathy M. Kinsey**  
Deputy Secretary  
Operations & Regulatory Programs

**Steven Johnson**  
Principal Counsel  
Office of the Attorney General

**Michelle Barnes**  
Supervising Attorney  
Environmental Crimes Unit

**Sue Battle-McDonald**  
Director  
MDE Stat

**Donna Dancy**  
Director  
Audit

**F. Tyrone Hill**  
Fair Practices/  
Equal Opportunity Off

**Terri Wilson**  
Director  
Budget & Financing

**Jag Khuman**  
Director  
WQFA

**Walid Saffouri**  
Director  
ECCP

**Heather Barthel**  
Director  
Legislative &  
Intergovernmental Affairs

**Samantha Kappalman**  
Director  
Communications/PIA

**Brigid E. Kenney**  
Senior Policy Advisor

**Vacant**  
Director  
Permits and Regulatory Reform

**W. Thomas Levering**  
Director, Emergency Preparedness Planning

**Donna Dancy**  
Acting Director  
Operational Services Administration

Human Resources  
Fiscal Services  
Procurement & Contract Management  
Central Services  
Operational Services & Management  
Planning & Project Management

**James Purvis**  
Director  
Information Management & Technology

**Richard Eskin**  
Director  
Science Services Administration

Environmental  
Health  
TMDL Technical Development  
Water Quality Monitoring  
Environmental Assessment  
Water Quality Restoration & Protection  
Operational & Administrative Services

**George Aburn**  
Director  
Air & Radiation Management Administration

Air Quality Permits  
Air Quality Planning  
Air Quality Compliance  
Air Quality Monitoring  
Mobile Sources Control  
Radiological Health  
Operational & Administrative Services

**Horacio Tablada**  
Director  
Land Management Administration

Lead Poisoning Prevention  
Waste Diversion & Materials Management  
Land Restoration Program  
Oil Control  
Recycling & Operations  
Mining  
Operational Services

**Jay Sakai**  
Director  
Water Management Administration

Compliance Program  
Wastewater Permits  
Wetlands & Waterways  
Water Supply  
Sediment, Stormwater & Dam Safety  
Operational & Administrative Services

- ◆ **Mission**

The mission of the Maryland Department of the Environment is to protect and restore the quality of Maryland's air, water, and land resources, while fostering smart growth, economic development, healthy and safe communities, and quality environmental education for the benefit of the environment, public health, and future generations.

- ◆ **Vision**

Maryland Department of the Environment's vision is to ensure a clean environment and excellent quality of life for Marylanders.

**MARYLAND DEPARTMENT OF THE ENVIRONMENT  
GOALS**

**GOAL # 1:** Promoting Land Redevelopment and Community Revitalization

**GOAL # 2:** Ensuring Safe and Adequate Drinking Water

**GOAL # 3:** Reducing Maryland Citizens' Exposure to Hazards

**GOAL # 4:** Ensuring the Safety of Fish and Shellfish Harvested in Maryland

**GOAL # 5:** Improving and Protecting Maryland's Water Quality

**GOAL # 6:** Ensuring the Air is Safe to Breathe

**GOAL # 7:** Providing Excellent Customer Services to Achieve Environmental Protection

**OFFICE OF THE SECRETARY**

**Robert M. Summers, Secretary (410) 537-3086**

**Kathy Kinsey, Deputy Secretary for Operations and Regulatory Programs (410) 537-3086**

**David Costello, Deputy Secretary for Policy and Planning (410) 537-3086**

<b><u>Function</u></b>	<b><u>Director/Manager</u></b>	<b><u>Phone</u></b>
MDEStat	Susan Battle-McDonald	(410) 537-4111
Audit	Donna Dancy	(410) 537-3429
Legislative & Intergovernmental Affairs	Heather Barthel	(410) 537-3056
Planning	Brigid Kenney	(410) 537-3085
Fair Practices	Tyrone Hill	(410) 537-3141
Information Technology	James Purvis	(410) 537-3114
Emergency Response	Thomas Levering	(410) 537-3994
Office of Communications	Samantha Kappalman	(410) 537-3003

## OFFICE OF COMMUNICATIONS

**Samantha Kappalman, Director (410) 537-3003**

**Mission:** To coordinate the Department's public outreach activities, functioning as the ombudsperson for the Department and ensuring that Departmental policies reflect community concerns. The office fosters communication between the Department and private citizens, civic and non-profit organizations, educators, community advisory councils, and the media.

**Functions:**

- Coordinate the Department's internal and external publication activities.
- Develop and direct community outreach activities for Departmental programs.
- Serve as Department liaison to Governor's press office.
- Direct and coordinate the Department's media relations activities.
- Coordinate Public Information Act and Freedom of Information Act requests.

## OFFICE OF BUDGET & FINANCING

**Terri Wilson, Director (410) 537-4155**

**Jag Khuman, Director of Water Quality Financing Administration (410) 537-3119**

**Walid Saffouri, Director of Engineering and Capital Projects Program (410) 537-3757**

**Mission:** To coordinate MDE's capital and operating budgets and function as MDE's central point of contact regarding Departmental budgetary matters; to represent and coordinate activities associated with the Board of Public Works (BPW); and to manage the Maryland Water Quality Revolving Loan Fund.

### **Functions:**

- Plan, manage and oversee the Department's annual operating and capital program budgets. Direct the Department's Capital Improvement Program process.
- Provide a "global" overview of the Department's expenditures and revenues to ensure that the Department is functioning within its budgetary boundaries.
- Provide technical assistance and guidance to the administrations on all financial activities as needed.
- Serve as the Department's liaison to the Board of Public Works.
- Oversee the activities of Maryland Water Quality Financing Administration including the preparation of the annual Intended Use Plans, the issuance of revenue bonds to leverage the EPA Capitalization Grants, and provide below market rate of interest loans for clean water and drinking water projects.
- Oversee the activities of Maryland Water Quality Financing Administration including preparation of all financial statements, arrangement for annual audits, and submission of periodic reports to Environmental Protection Agency.

## OFFICE OF THE ATTORNEY GENERAL

**Steven Johnson, Principal Counsel (410) 537-3053**

**Mission:** To provide all legal advice to, and support for, the Maryland Department of the Environment.

**Functions:**

- Research, investigate, prepare, review, and defend all litigation on behalf of the Department and in the Department's best interest.
- Assist in preparation and review of legal documents and enforcement actions, such as corrective orders, penalty assessments, memoranda of understandings, permits, etc.
- Follow, interpret and provide legal advice to the Secretary and Department on federal, state or local legislation, statutes, acts, laws, regulations, etc.

### **Environmental Crimes Unit**

**Michelle Barnes, Supervising Attorney (410) 537-3026**

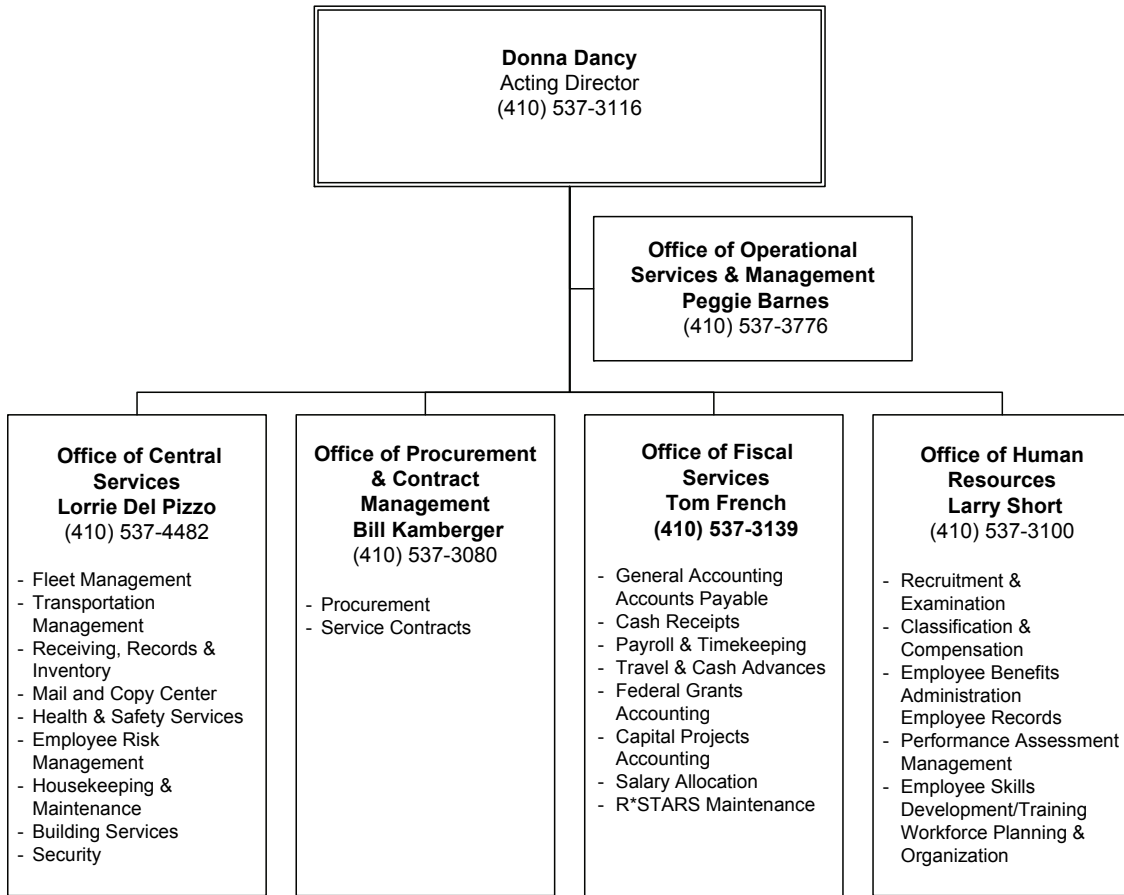
**Mission:** The Attorney General's Environmental Crimes Unit (ECU) endeavors to promote compliance with the environmental regulatory system through the judicious use of the criminal enforcement powers of the Attorney General.

ECU is a criminal investigation and prosecution unit under the direction of the Criminal Investigations Division of the Attorney General's Office. ECU combines the prosecutorial authority of the Attorney General, and the law enforcement authority of the Maryland State Police and the Baltimore City Police Department. ECU investigates environmental violations and, when appropriate, files criminal charges, prosecuting both corporate and individual offenders.

**Functions:**

- Investigates potential violations of Maryland's environmental statutes and regulations report by MDE inspectors, citizens, and other governmental and law enforcement agencies.
- Determines if violations occurred and if violations are criminal in nature.
- Prosecutes in the criminal courts of Maryland violations of environmental statutes and regulations when appropriate.

# OPERATIONAL SERVICES ADMINISTRATION



## ADMINISTRATIVE SERVICES ADMINISTRATION

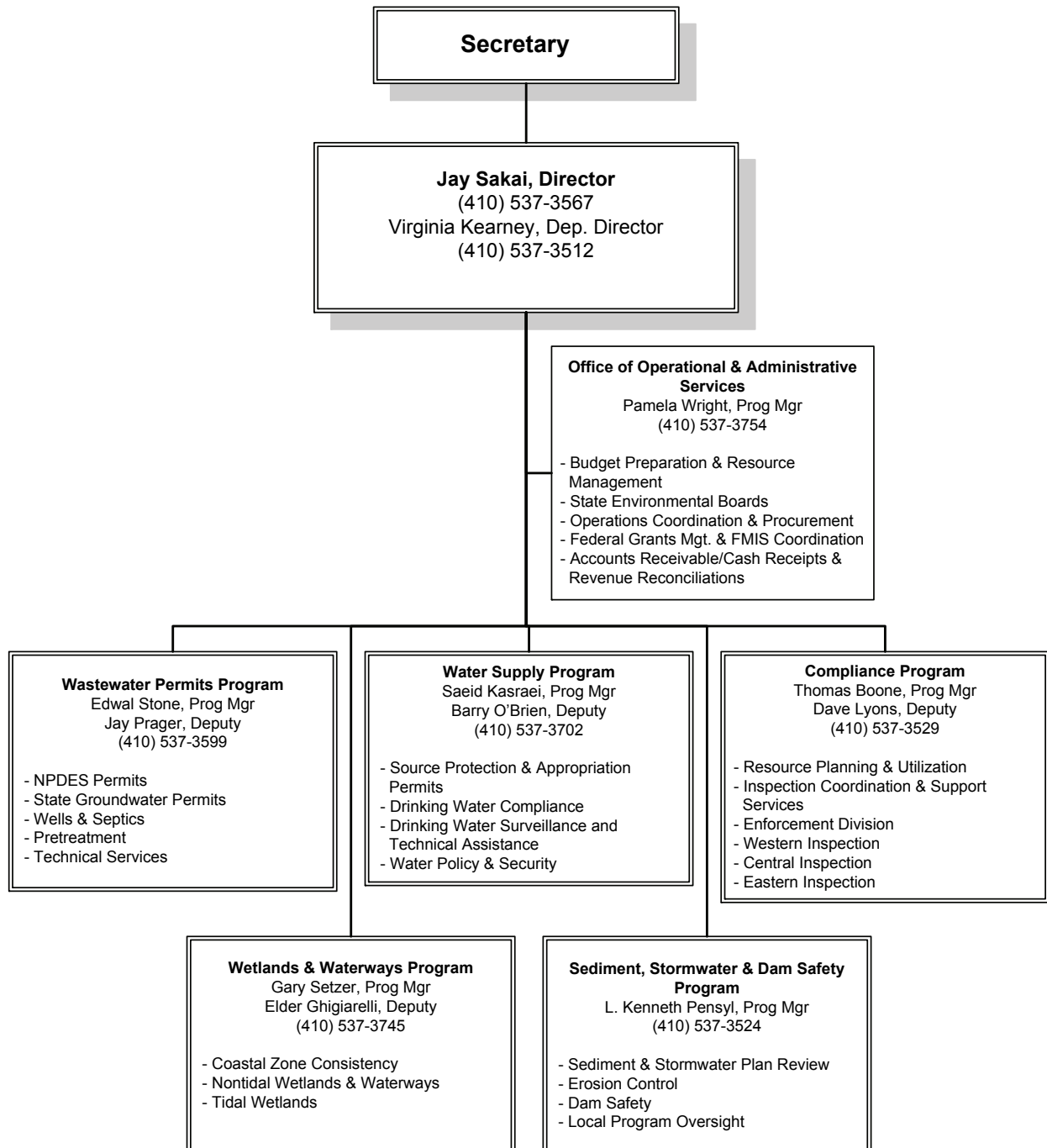
**Donna Dancy, Acting Director (410) 537-3116**

**Mission:** To support the Department's mission by providing the highest quality administrative, employee, and fiscal services to its employees including general accounting and reporting, payroll and salary cost distribution, grant and loan financial reporting, personnel and staff development, procurement, facilities, library, health and safety and security.

**Functions:**

- Provide fiscal and accounting services including general accounting, payroll, timekeeping, accounts payable, accounts receivable, cash receipts, travel management, employee expense reimbursement, salary allocation, and grant and capital project accounting.
- Provide services to employees and the Administrations, vendors, minority business enterprises, and other State agencies relative to procurement, fleet management, receiving, supplies and warehousing, mail operations and copy center, and inventory management and control.
- Maintain a library of environmental, chemical, and legal documents, literature, and technical subscriptions. Circulate books and periodicals, provide reference and research assistance, perform computerized literature searches, and provide free Notary Public services.
- Provide facilities management, security, and employee health and safety programs.
- Coordinate charity campaign programs.

# WATER MANAGEMENT ADMINISTRATION



## WATER MANAGEMENT ADMINISTRATION

**Jay Sakai, Director (410) 537-3567**  
**Virginia Kearney, Deputy Director (410) 537-3512**

**Mission:** To restore and maintain the quality of the State's ground and surface waters, protect wetland habitats throughout the State, and manage the utilization of Maryland's mineral and water resources.

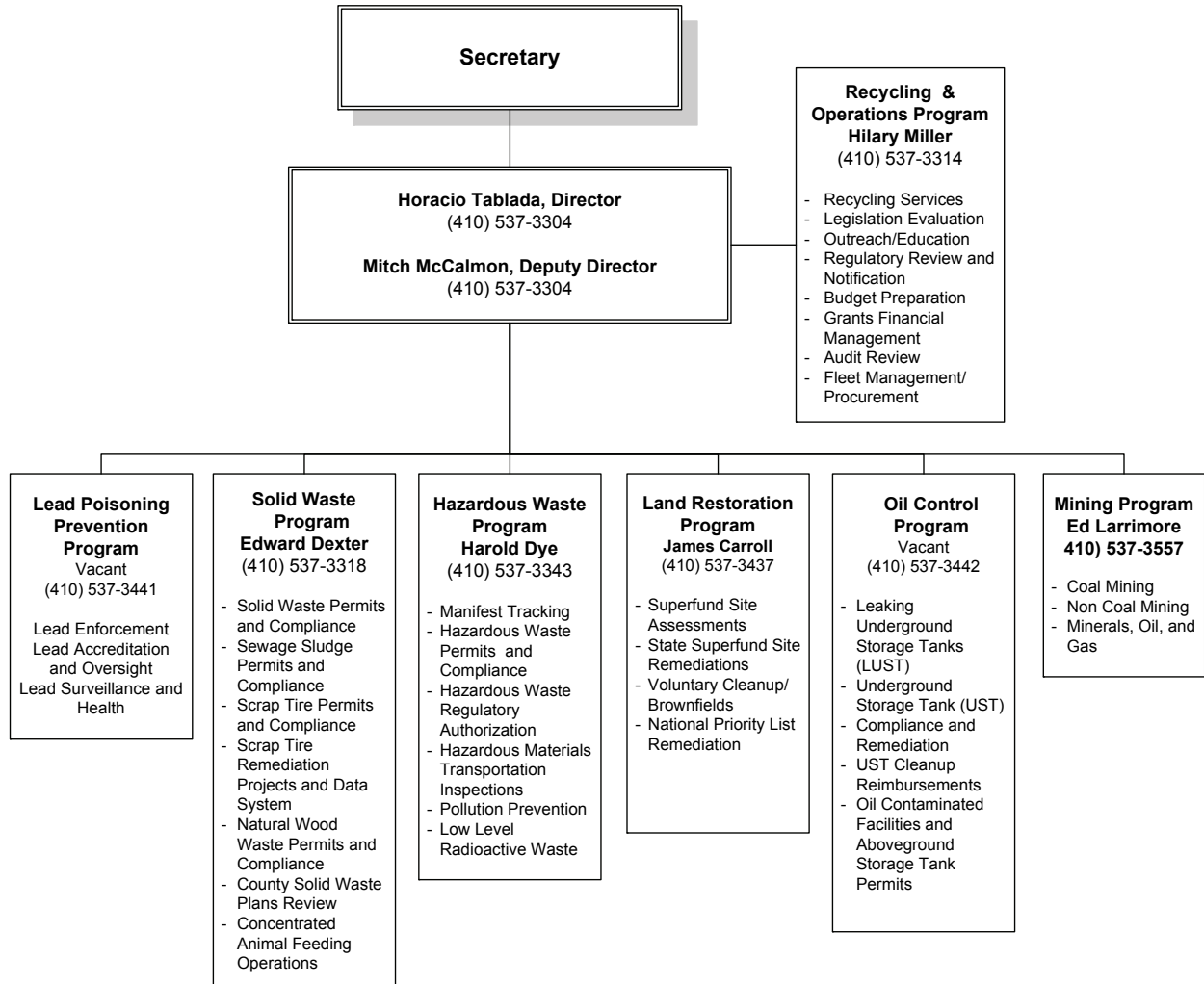
### **Functions:**

- Inspect and maintain compliance at facilities and activities including industrial and municipal wastewater discharges, agriculture, and construction involving major water and sewerage facilities, sediment control, stormwater management, wetlands and waterways.
- Protect public health and water quality through NPDES permits for surface water discharges – both industrial and municipal – and control of discharges to groundwaters of the State through State Groundwater Discharge Permits.
- Maintain a strong pretreatment program to control industrial wastewater discharges into municipal sewer systems.
- Protect, create, restore and enhance wetlands and streams through permits, Water Quality Certifications, and other activities, such as providing training and technical assistance and assisting in the development of watershed management plans by local government.
- Ensure that proposed federal activities are consistent with the State's federally approved Coastal Zone Management Program.
- Perform dam safety inspections and the structural, hydrologic and hydraulic analyses associated with new dam permit applications or modification to existing permits, and downstream warning plans for high-hazard dams.
- Provide timely review of water-related permits and enhanced customer access to the permit system through the Environmental Permits Service Center.
- Conduct sanitary surveys and comprehensive engineering evaluations of public water systems to ensure that water systems are optimized and reduce the risks of passing pathogens into the drinking water.
- Ensure public water system compliance with the national primacy drinking water

regulations adopted under the Safe Drinking Water Act including public notification procedures.

- Assist local governments in developing local wellhead protection and watershed protection programs for their public water supply sources.
- Ensure responsible management, conservation, and equitable development of Maryland's water resources on an aquifer, watershed, or other appropriate geographical basis.
- Provide financial and technical assistance in the form of grants, loans and project management
- services for capital projects to improve water quality, protect public health and support Maryland's smart growth and neighborhood revitalization efforts.
- Manage environmental health functions delegated to local health Departments.
- Provide guidance and technical assistance on County Water and Sewerage Plans to foster smart growth and the regionalization of facilities where appropriate and beneficial.
- Train public water and wastewater treatment operators and provide on-site technical assistance to support the State's operator certification program.
- Provide a range of outreach services to Maryland businesses and industries offering compliance assistance and encouraging pollution prevention as well as other voluntary approaches that contribute in positive ways to the environment.

# LAND MANAGEMENT ADMINISTRATION



## LAND MANAGEMENT ADMINISTRATION

**Horacio Tablada, Director (410) 537-3304**  
**Mitch McCalmon, Deputy Director (410) 537-3303**

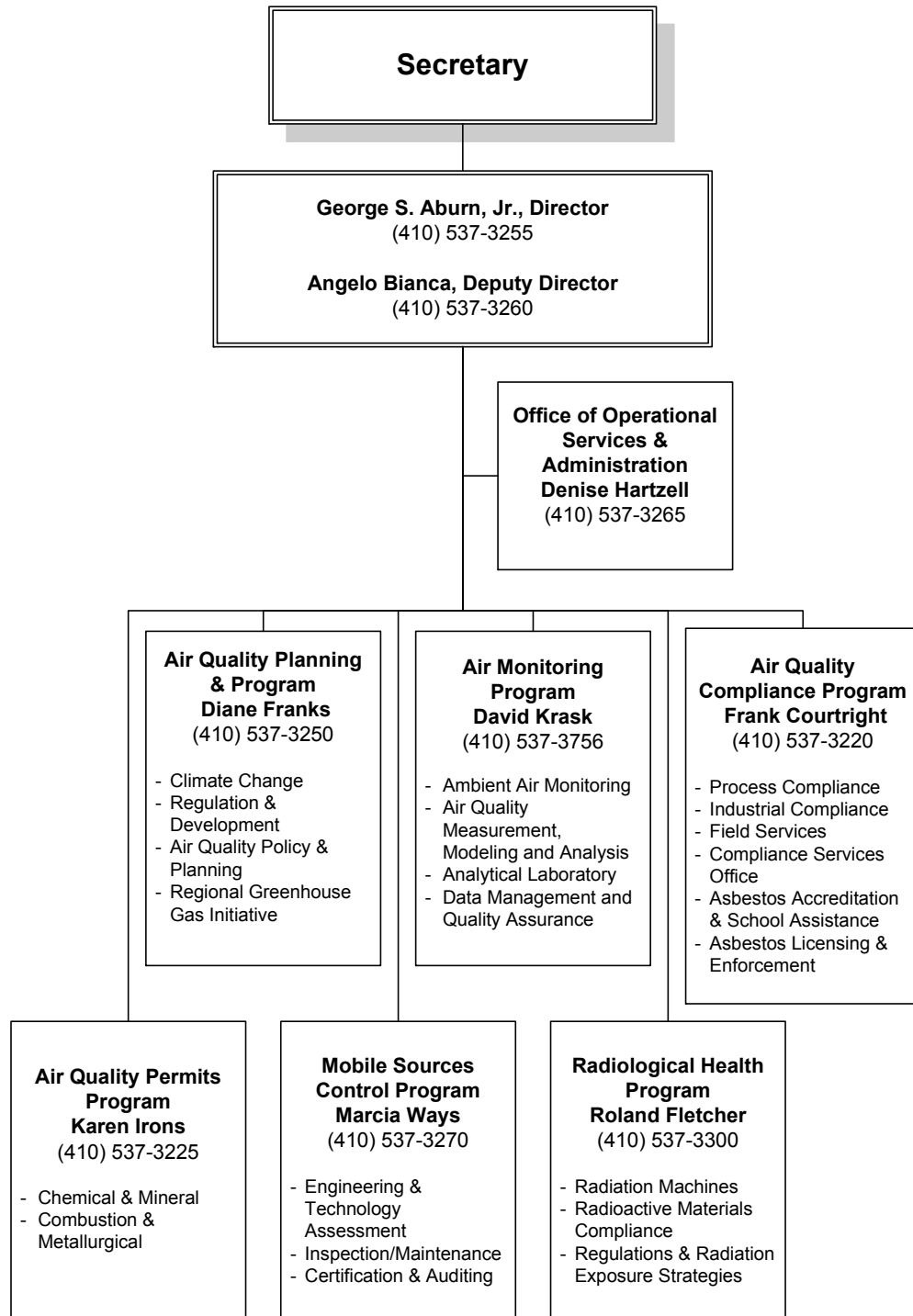
**Mission:** To protect human health and preserve and restore land and water resources by reducing the quantity and toxicity of generated wastes through recycling and source reduction, ensuring the control and proper disposal of waste, managing lead paint compliance activities, assuring that oil is handled in an environmentally safe manner, and overseeing the remediation of contaminated sites for viable economic development. This is achieved by maintaining a highly visible presence in the regulated community, providing assistance to stakeholders, and developing long-term strategies for waste management needs.

### **Functions:**

- Permit development and compliance inspections at over 30,000 locations in Maryland for proper management in areas of solid waste, hazardous waste, sewage sludge, petroleum products, medical waste, lead and scrap tires.
- Remediate leaking underground storage tank sites and enforce laws pertaining to proper installation and operation at over 12,000 sites across the State.
- Implement a “Superfund” program to assess suspected hazardous waste sites, including federal facilities, to eliminate environmental and public health threats through removal and remedial actions.
- Administer a voluntary program to encourage the increased rate of cleanup, reuse and redevelopment of abandoned industrial and commercial properties with contamination.
- Facilitate planning, encourage regional management, and track generation and disposal of low level radioactive waste.
- Enforce Maryland’s lead paint abatement regulations, maintain the childhood lead poisoning registry, and track lead poisonings in Maryland.
- Inspect vehicles that carry hazardous materials to ensure that they are properly and safely handled during transportation.
- Direct local planning and integrated solid waste management strategies based upon waste minimization, recycling, incineration with energy recovery and landfilling.

- Assess solid waste management needs, generation and disposal capacity and recycling market opportunities in the State, and facilitate regional partnerships for long-term management of solid waste through training and outreach to local governments.
- Provide information to the regulated community on pollution prevention and incorporate pollution prevention into permits and inspection activities.
- Provide a proactive outreach program to better inform citizens about managing waste and reducing waste generated and seek input from the public on environmental concerns and issues.

# AIR AND RADIATION MANAGEMENT ADMINISTRATION



## AIR AND RADIATION MANAGEMENT ADMINISTRATION

**George (Tad) Aburn, Director (410) 537-3255**  
**Angelo Bianca, Deputy Director (410) 537-3260**

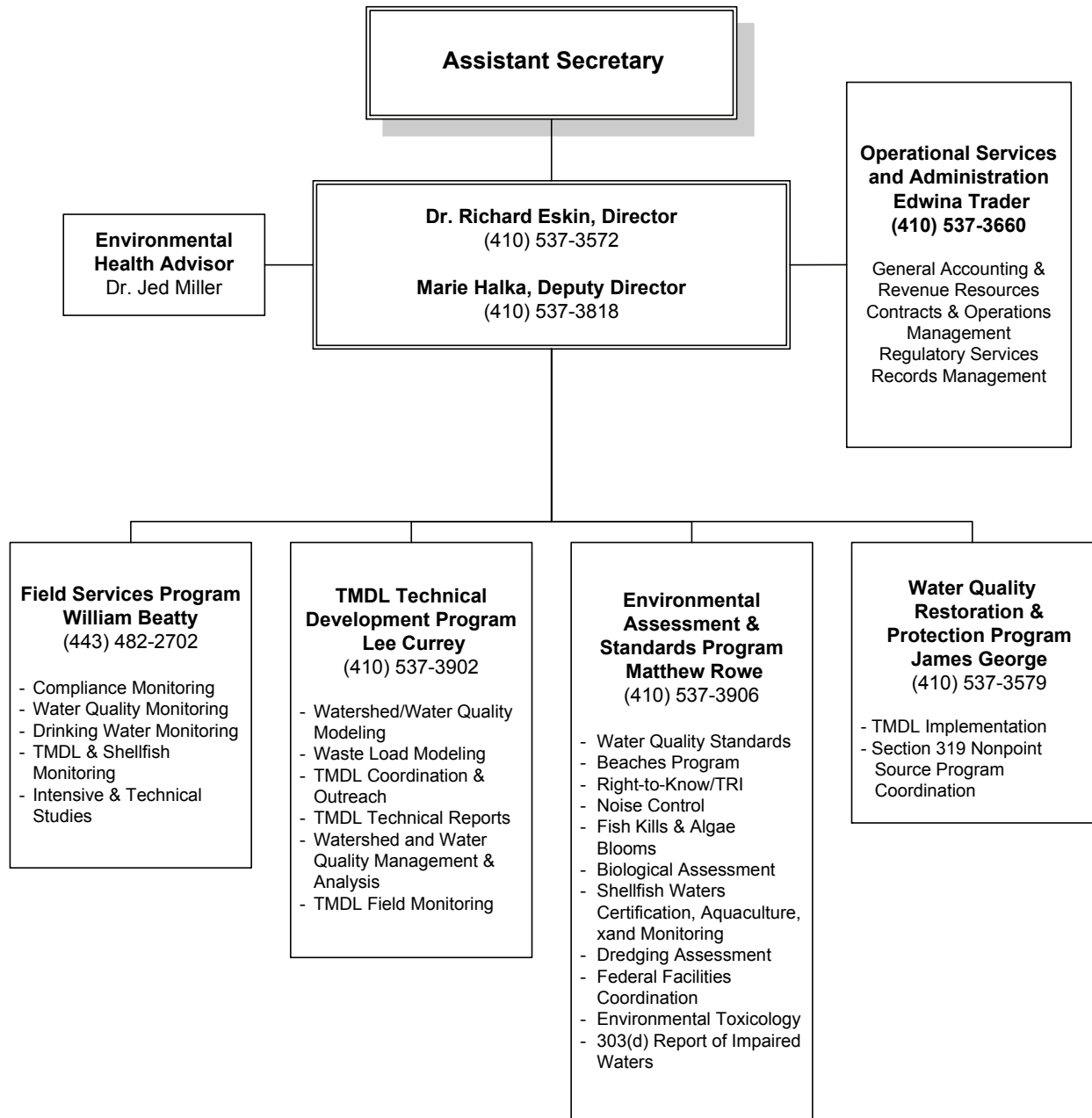
**Mission:** To improve and maintain air quality and control sources of radiation in order to protect the health and welfare of the people and the environment of Maryland, while providing for enhanced community service and economic development.

### **Functions:**

- Operate a statewide network of air quality monitors that continuously measure air quality.
- Provide information to the public about the quality of the air and the nature and extent of both regional and local air pollution problems.
- Assist businesses in understanding and meeting requirements of state and federal air quality and radiological health laws and regulations.
- Investigate and resolve air pollution and radiation complaints received from Maryland's citizens and make both regular and unannounced inspections of equipment that discharge air emissions or radiation. Take timely and appropriate enforcement action against companies or individuals who violate air quality or radiological health laws and regulations.
- Review and approve or disapprove applications for permits and licenses required for medical, industrial, commercial and institutional radiation uses or air pollution sources, ensuring that these activities do not create air pollution or unnecessary asbestos removal exposure to radiation. Provide opportunities for the public to understand and comment on permit activities.
- Reduce air pollution from motor vehicles in the State by establishing and enforcing jointly with the Motor Vehicle Administration, a vehicle emissions inspection program, encouraging the use of alternative-fueled and low-emission vehicles, and by educating Marylanders in the use and maintenance of their vehicles.
- Certify and approve training courses for asbestos workers and supervisors, provide training to State employees in asbestos-related work, and provide technical support on asbestos management to state agencies, school systems, and county health departments.
- Develop coordinated plans, programs and standards to prevent and reduce air pollution

and control sources of radiation so as to protect public health while minimizing costs to the public and Maryland business.

# SCIENCE SERVICES ADMINISTRATION



## SCIENCE SERVICES ADMINISTRATION

**Dr. Richard Eskin, Director (410) 537-3572**  
**Marie Halka, Deputy Director (410) 537-3572**

**Mission:** To develop solutions to multi-media problems affecting human health and the environment, encourage managed economic growth, enhance and manage MDE's environmental data collection and related information management systems, and provide technical analyses and scientifically sound guidance to all MDE programs.

**Functions:**

- Provide a sound technical and service-oriented foundation for regulatory activities including:
- Support for regulatory policy-making and priority-setting.
- Support for decisions regarding development of Total Maximum Daily Loads (TMDL), specific permit limits, and the overall direction of State nonpoint source control implementation efforts.
- Coordinate and maintain the Department's primary Geographic Information System.
- Undertake environmental monitoring, e.g., of wastewater effluent and drinking water – for compliance as well as other analytical purposes.
- Support computer modeling of interrelated, multi-media environmental conditions.
- Develop and maintain Maryland's water quality standards.
- Manage and analyze multi-media environmental data for a range of emerging or ongoing critical needs.
- Assess actual or potential acute and chronic health risks and cumulative impacts to the environment resulting from human activities associated with the release of toxic or otherwise harmful substances.
- Provide strong technical support for discharge limits on waterborne toxic substances. wholesome shellfish are harvested. Through these efforts, support the emerging Maryland aquaculture industry.
- Support Maryland's statewide military base communities initiative in the face of current and future rounds of federal base closure/realignment and in the interest of fostering stronger partnerships with Department of Defense activity as a critical sector of the State's economy.

- Provide technical support and cost/benefit analyses for non-regulatory programs and policies governing capital programs, tributary strategies, regional action plans, and Maryland's coastal bays.
- Provide technical guidance to MDE's regulatory administrations on implementing policy priorities including growth management, pollution prevention, community-based management, environmental justice and regulatory streamlining.
- Work with other agencies and parties to develop and implement multi-media strategies for addressing environmental issues of concern.
- Work with other agencies and levels of government to reduce the risks posed by natural hazards such as floods.