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Folder Title:
[Medal Citation Applications 1992-Innovation/Partnership]

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Application Summary

ID Number: I.007

Project: Chrysler's Jefferson North Project

Contact: Mr. Mark A. Bindbeutel
Chrysler Corporation
12000 Chrysler Dr., CIMS 416-15-14
Highland Park, MI 48288-1919
Telephone:
(313) 956-0549

Good thru Sept

Summary: Chrysler's objective was to build a world-class manufacturing facility to produce the Jeep (R) Grand Cherokee. Chrysler reclaimed an urban site to construct the Jefferson North Assembly Plant. Pollution prevention was factored into decisions about plant design, raw materials, manufacturing processes, and the product built at the new facility.

NOTE: Some technical evaluators provided written opinions, based on their view of the criteria. The following is included for your background only.

Comments: Pollution prevention concepts innovatively used to fit a major industrial plant in an urban renewal area.

True demonstration of environmental leadership from the top. Totality of approach is innovative and striking. Replacement of paints with water-based formulation is now common, but overall Chrysler did a great job that won them EPA recognition.

I.007

PROJECT SUMMARY

Chrysler Corporation's objective for the Jefferson North Assembly Plant (JNAP) was to build a "world-class" manufacturing facility to produce the Jeep® Grand Cherokee. At a time when new assembly plants are built on rural "greenfield" sites, in air quality attainment areas, Chrysler chose to recycle a 283 acre urban site in Detroit, Michigan. Chrysler seized the opportunity to build pollution prevention into the design of the facility as well as the Grand Cherokee, an approach providing added value to the product. JNAP not only represents a renewed commitment to the City of Detroit and Chrysler's experienced workforce, but it also represents a clear commitment to environmental stewardship. Examples of the innovative approaches and technologies employed at JNAP to prevent the release of pollution to the air, land and water include:

- Powder anti-chip coating that eliminates 172 tons/year of volatile organic compound (VOC) emissions associated with conventional solvent based paint technology.
- Introducing reformulated clear coat paint that excludes all of the 189 hazardous air pollutants (HAPs) listed in the 1990 Clean Air Act (CAA) amendments.
- Water based paint area and equipment clean-up materials which, in conjunction with more resourceful cleaning techniques, reduce VOC emissions by about 80% or 500 tons/year from releases in typical assembly plant paintshops. These materials are also being reformulated to reduce the CAA listed HAPs.
- VOC controls for automatic spray painting operations representing the lowest achievable emission rate (LAER) based on worldwide technology at the time of permit application approval.
- Returnable containers are used to ship parts to JNAP. This effort alone diverts 50,000 tons of expendable packaging (e.g., wooden pallets, cardboard, plastic and paper) normally sent to landfill.
- Chrysler's suppliers provide products in bulk containers that are refilled and returned to JNAP for reuse.
- An innovative sludge handling system which reduces the volume of paint sludge by more than 90%. The unit produces a dry powder that is recycled into products such as roofing materials, sealers, and concrete products.
- Process and wastewater pipelines and storage tanks are above ground to allow for visual leak inspection.
- All underground wastewater conveyance systems incorporate secondary containment with leak detection. This design is a first in the automotive industry and virtually eliminates the potential for contamination.
- The Grand Cherokee is the first high volume domestic vehicle to roll off the line without chlorofluorocarbon (CFC) air conditioning refrigerant (134a).
- The Grand Cherokee was designed with fewer exterior body seams and therefore requires less sealer and sealer clean-up material usage.
- The Grand Cherokee is equipped with asbestos-free brake linings and cadmium-free fasteners.

The design parameters of JNAP and the Grand Cherokee set new standards for environmental excellence for industry. This project demonstrates an evolution in Chrysler's approach to environmental protection and recognizes pollution prevention as the cornerstone to industrial competitiveness.

JNAP is a showcase for pollution prevention efforts that are underway throughout Chrysler Corporation. The innovative technologies and management practices of this project exemplify Chrysler's commitment to preventing pollution in the lifecycle of its facilities and products.

6. C. Innovation

6.C.1. What is the purpose of the technology, program, project or service?

Chrysler's mission was to design a "world-class" manufacturing facility that would exceed today's environmental requirements, as well as provide the flexibility to adapt to and meet new requirements. This proactive approach is an investment in the future and will ensure environmental excellence well into the 21st century. The project established pollution prevention and "no-landfill" as key design goals. The basic strategy employed was to prevent pollution rather than control it after it had been created. The tactics to implement this strategy were to eliminate or reduce the use of environmentally sensitive materials, reduce raw material usage and make improvements in manufacturing processes. Chrysler recognizes pollution prevention as key to remaining competitive in an increasingly global market.

6.C.2. How is the technology, program, project, or service distinctive or innovative? What obstacles environmentally or otherwise does it overcome?

At a time when most new automobile plants are located in ozone attainment areas and built on "greenfield" sites, Chrysler chose to reclaim a 283 acre urban industrial site in Detroit, Michigan. Chrysler recognized the environmental responsibility and added costs associated with constructing its new assembly plant in a "moderate" ozone nonattainment area, and seized the opportunity to build pollution prevention into the facility and the vehicle to be produced there. The project is distinctive in that the best of existing, as well as innovative technology have been brought together at an urban renewal site, exemplifying Chrysler's commitment to both the environmental and socioeconomic well being of our nation.

6.C.3. How is the technology, program, project, or service superior to other approaches? Does it offer a viable alternative to a problem for which no solutions previously existed?

The Jefferson North Project provides a tangible example of the environmental, as well as social and economic benefits of implementing pollution prevention measures. Chrysler reclaimed land and provided industrial jobs in an urban area by designing a facility and product, selecting materials, and implementing innovative technologies and management practices to ensure protection of the environment well into the 21st century. The Jefferson North Project addressed pollution prevention in the design of processes involving machinery, materials and methods ensuring the best and most efficient use of resources. A number of the measures incorporated in the facility and its product represent automotive industry firsts, and will set a standard of environmental excellence for others to follow.

6.C.4. Can the technology, program, project, or service be replicated in an economically feasible manner?

The project recognizes pollution prevention as the cornerstone to industrial competitiveness because preventing pollution before it is created minimizes the need for evermore costly treatment and waste disposal alternatives. This approach to environmental protection can lower operating costs and provide added value to the product. The accomplishments at JNAP are both a culmination of Chrysler's past successes of implementing pollution prevention, and the incorporation of new initiatives, the most promising of which are serving as a template for technology transfer throughout Chrysler. JNAP will serve as a model of environmental stewardship and set the industry standard for years to come.

6.C.5. What are the measurable, net long-term environmental benefits or results of the technology, program, project, or service?

The measurable, net long-term environmental benefits resulting from the pollution prevention initiatives implemented at JNAP include eliminating:

- Use of 189 listed Clean Air Act hazardous air pollutants on an ongoing basis.
- 1,000 tons of VOC emissions from typical assembly plant permitted levels.
- Chlorofluorocarbon (CFC) air conditioning refrigerant in Grand Cherokee.
- Lead from topcoats, and hexavalent chromium from phosphate pretreatment.
- Asbestos from Grand Cherokee brake linings.
- 50,000 tons per year of expendable packaging normally landfilled.
- 15,000 drums per year of paint sludge normally landfilled.

Long-term environmental benefits which are indirect and not easily quantifiable will result from transfer of the technology initiated at JNAP to other facilities. JNAP will serve as a model for urban renewal, conservation of resources and environmental stewardship for industry to follow.

MAY 2 1 1992 I.007

CHRYSLER CORPORATION'S APPLICATION

FOR THE

PRESIDENT'S 1992 ENVIRONMENT AND CONSERVATION CHALLENGE AWARD

1. **Award category:**

   (03) Innovation

2. **Name of project:**

   Chrysler's Jefferson North Project

3. **Name of Award Applicant:**

   Mr. Peter R. Gilezan
   Director, Environmental & Energy Affairs
   Chrysler Corporation
   12000 Chrysler Drive CIMS 416-15-14
   Highland Park, Michigan 48288-1919
   Tel: (313) 956-5473 Fax: (313) 252-7928

4. **Program contact who can answer questions regarding the application:**

   Mr. Mark A. Bindbeutel
   Pollution Prevention Manager
   Chrysler Corporation
   12000 Chrysler Drive CIMS 416-15-14
   Highland Park, Michigan 48288-1919
   Tel: (313) 956-0549 Fax: (313) 252-7928

7. **How long has the technology, program, project or service been operational?**

   The planning process began in 1987 when the decision was made to build a plant; production was launched on January 6, 1992.

8. **Which of the following most accurately describes the applicant? (Check more than one, if applicable.)**

   (01) X National Business or Industry
   (02) ____ Regional or Local Business or Industry
   (03) ____ National Nonprofit Organization or Foundation
   (04) ____ Regional or Local Nonprofit Organization
   (05) ____ Local or State Government/Government Agency
   (06) ____ Educational Organization
   (07) ____ Voluntary Civic Organization
   (08) ____ Trade or Professional Society
   (09) ____ Youth Organization
   (10) ____ Labor Organization
   (11) ____ Individual
   (12) ____ Other (Please describe):_____

9. **If business or industry, which of the following best describes the type of business or industry?**

(01)____ Agriculture/Forestry
(02)____ Aerospace
(03)____ Communications
(04)____ Construction
(05)____ Electronics/Computers
(06)____ Energy
(07)____ Engineering
(08)____ Environmental Services
(09)____ Financial Services/Insurance/Real Estate
(10)____ Manufacturing - Chemical
(11)____ Manufacturing - Other
(12)____ Mining
(13)____ Recreation
(14)____ Trade - Wholesale
(15)_X_ Transportation
(16)____ Utilities - Electric, Gas or _____
(17)____ Other (Please describe): _____

10. **Which of the following most accurately describes the environmental program under consideration for an award? (Check more than one, if applicable.)**

(01)____ agriculture
(02)_X_ air quality
(03)_X_ conservation
(04)____ education - general public
(05)____ education - academic
(06)_X_ energy
(07)_X_ environmental quality management
(08)____ forestry
(09)____ hazardous waste remediation
(10)____ international
(11)____ natural resources
(12)_X_ pollution control
(13)____ recreation
(14)_X_ recycling
(15)_X_ solid waste
(16)_X_ source reduction/pollution prevention
(17)_X_ water quality
(18)____ wetlands
(19)____ wildlife and fish resources
(20)_X_ Other (Please describe): urban site renewal

1. **If applicable, list the sources of the program's support and the percentage of support provided, including grants and in-kind contributions of goods and services.**

Source: Chrysler Corporation 100%*

* Chrysler was responsible for all design and construction costs for the Jefferson North Assembly Plant, including those associated with the environmental equipment installed in the plant. However, various units of government cooperated with Chrysler in this project. The City of Detroit was the primary mover in assembling the various parcels making up the site and providing infrastructure (i.e., water and sewer lines) support. The State of Michigan also provided grants to the City as did the U.S. Department of Housing and Urban Development through a loan and an Urban Development Action Grant to support site assembly.

12. **Please estimate the cost to develop the program or project, including approximate value of in-kind contributions of goods and services:**

The Jefferson North Project costs were in excess of one billion dollars.

13. **If the project is ongoing, what is the annual cost?**

The innovative technology and practices referenced in our application are now in place, with specific measures cited complete/operational. Chrysler does not discretely identify environmental operating and maintenance costs in its accounting systems.

14. **Please indicate which of the following are the primary audiences, beneficiaries, or users of the program or service, and estimate how many persons are served: (Select up to 3 categories.)**

Type	How Many People
(01) X Business or Industry	Unlimited
(02) ____ Trade or Professional Society	____
(03) ____ Government	____
(04) ____ Educational Organizations	____
(05) ____ Youth	____
(06) ____ Community or Public Interest Groups	____
(07) X Local Community or Local Public	1,065,000*
(08) ____ General Public	____
(09) X Employees	2100**
(10) ____ Customers or Clients	____
(11) ____ Other (Please describe):	____

* Reflects population of the City of Detroit

** Reflects Jefferson North Assembly Plant employment

15. **Has the program been honored with any other environmental or conservation awards in the past five years?**

In April 1992, Chrysler Corporation received a U.S. EPA Administrator's Award for progress and innovation in pollution prevention design in the Jefferson North Assembly Plant project.

16. **Summary of program, its objectives and what it has accomplished (not to exceed 50 words).**

Chrysler's objective was to build a world-class manufacturing facility to produce the Jeep® Grand Cherokee. Chrysler reclaimed an urban site to construct the Jefferson North Assembly Plant. Pollution prevention was factored into decisions about plant design, raw materials, manufacturing processes, and the product built at the new facility.

17. **Letters of recommendation provided by:**

The Honorable
John H. Engler
Governor, State of Michigan
Lansing, Michigan 48909
Tel: (517) 373-3400
Fax: (517) 335-6949

Mr. Stan Marshall
Vice President and Director
UAW Chrysler Department
8000 East Jefferson Avenue
Detroit, Michigan 48214
Tel: (313) 926-5000
Fax: (313) 331-2498

Mr. John Camardella
President
ABB Paint Finishing
One Ravinia Drive
Suite 1110
Atlanta, Georgia 30346
Tel: (404) 393-6130
Fax: (404) 393-6139

18. **Please sign below to indicate that all applicants agree a) to abide by the rules and requirements of the awards competition, and b) that all information submitted is true and accurate to the best of their knowledge.**

Signature _____ **Date** 5/20/92

Peter R. Gilezan

Title: Director, Environmental & Energy Affairs

Organization: Chrysler Corporation

Telephone: (313) 956-5473

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RECLAIMING 283 ACRES OF INDUSTRIAL LAND IN THE HEART OF DETROIT

THE JEFFERSON NORTH ASSEMBLY PLANT COMPLEX

United States
Environmental Protection
Agency

Communications, Education,
And Public Affairs
(A-107)

EPA Environmental News

FOR RELEASE: WEDNESDAY, APRIL 22, 1992

EPA ANNOUNCES WINNERS OF THE ADMINISTRATOR'S AWARDS PROGRAM

Gwen Brown (202) 260-1384

EPA Administrator William K. Reilly today announced the national winners of the Agency's Administrator's Awards program. The annual awards program established in 1991 by Administrator Reilly recognizes excellence in efforts to work toward a cleaner environment. This year's program focused on outstanding achievements in pollution prevention.

"Pollution prevention is a central part of the Bush Administration's environmental strategy for protecting human health and the environment," said Administrator Reilly. "Prevention helps cut pollution before it becomes a problem requiring costly treatment or cleanup."

Awards were given in the categories of environmental, community and nonprofit organizations, large and small business, industry, trade and professional organizations, educational institutions and federal, state and local governments. A list of the winners is attached.

"We are delighted with the tremendous response to this year's awards program and with the high quality of pollution prevention projects which made the selection of our winners a very difficult task. In fact, all of the finalists were outstanding," said Reilly.

Over 840 applications were received for the awards program. Renew American convened a panel of experts to review over 225 regional nominations. They selected 35 finalists.

The winners will receive a plaque and will be honored in a ceremony at EPA in Washington, D.C., on May 13, 1992.

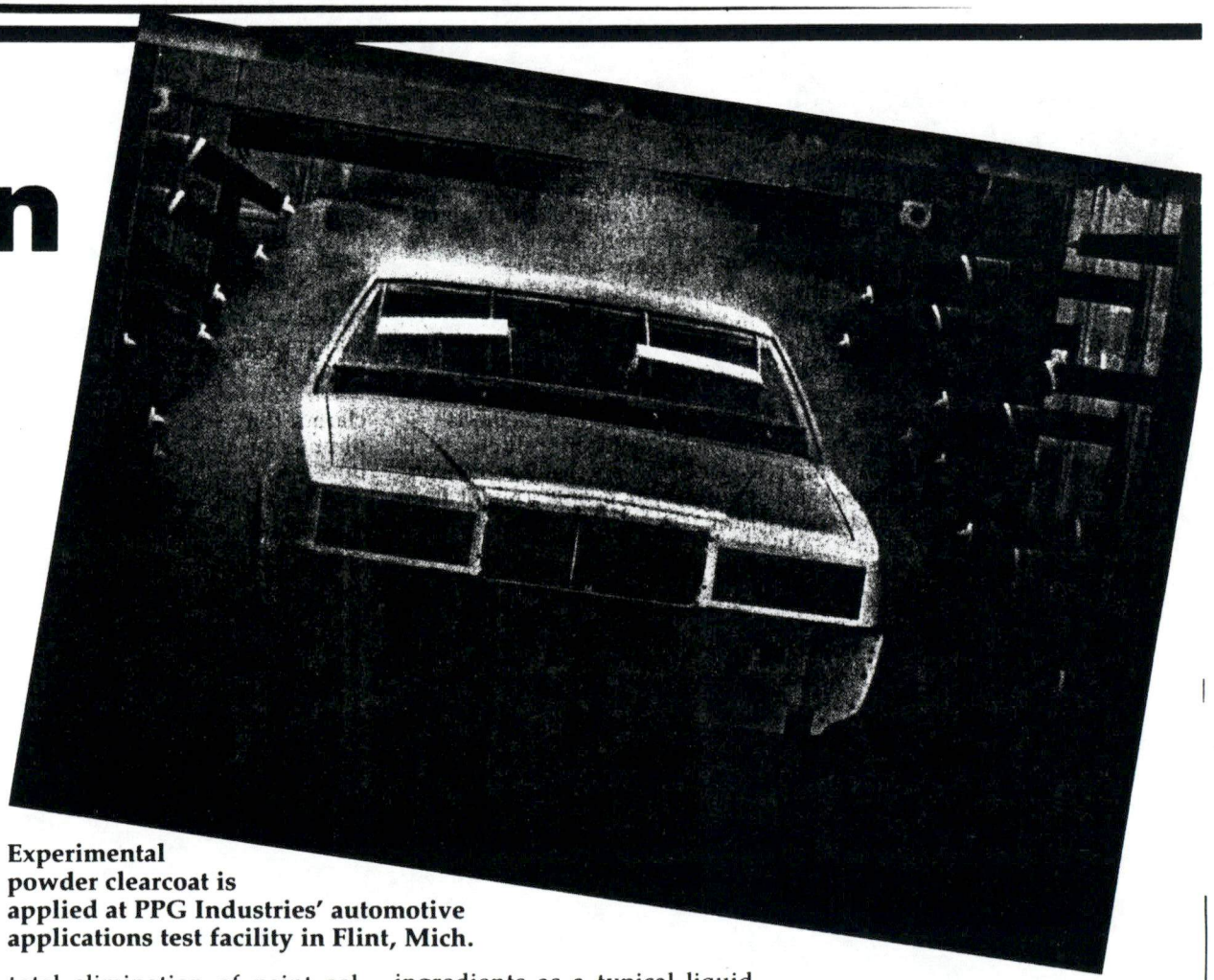
Automotive News

May 27, 1991

Paint It Green

Powder coating and sludge recycling may clean up environmental problems

By: Jack Keebler



Experimental powder clearcoat is applied at PPG Industries' automotive applications test facility in Flint, Mich.

The Decade of the Environment has arrived.

One of areas in automotive manufacturing that traditionally has been an environmental hot spot is the paint line. But two developing technologies will greatly minimize the environmental impact of this vital operation: powdered paint and paint sludge recycling.

There are several major benefits from powder paint. But researchers caution that much development work remains before an entire vehicle can be executed in a powder coating.

"You have to keep in mind that powdered paints are still a development program," says (Mike) Malcolm Hay, marketing manager for automotive powdered coatings at PPG Industries of Pittsburgh. "It's going to take a lot of work to bring it home. Is it ready to go now? I would say no. Will it be ready in the next few years? We hope so."

But Hays and others are optimistic that progress will be made.

The most important benefit of powdered coatings is the near-total elimination of paint solvents. According to Morton International's Powder Coatings Group in Warsaw, Ind., powder coatings are essentially a form of dry paint. They contain the same ingredients as a typical liquid paint, but without solvents or liquid carriers.

The solvents, or carrier liquids, used in most paints are volatile organic compounds. These have been targeted by environmentalists as both ozone predators and toxic substances.

Powdered paint is sprayed

m a gun as a solid, with no liquid carrier. The powder particles are attracted to the part by an electrostatic process, which helps to minimize overspray. The part is then baked in an oven and the paint particles fuse together.

An important benefit of powdered paint is the ease of recovery and recycling of the overspray powder. With liquid paint, airborne overspray is forced into a water trough under the spray booth by strong down drafts. The pigment and partially dissolved solvents are then carried to the plant's waste-water treatment facility. There, the water is cleaned of the pigment and solvents and recirculated back through the spray booth's water troughs. The sludge is carted off to a landfill.

Chrysler Corp. experts maintain that about 40 percent of liquid paint sprayed never reaches the vehicle. With many landfills closing and existing high-priced landfills becoming more selective about what they will accept, sludge disposal has become a major liability for carmakers.

And liabilities don't end after landfills accept the waste materials. Many companies are being tracked down by state and federal agencies years after dumping materials and are being asked to fund clean-up at what were legal dumping sites.

Powdered paints already are heavily used by the appliance industry and in some special automotive applications. Automotive components now wearing powder finishes include vacuum booster housings, door handles, steering columns, oil filters, aluminum wheels, shock absorbers, antennae and, in some special cases, vehicle bodies.

Sources at the paint companies say Toyota, General Motors and Chrysler use powdered paint on door frames and, in some cases, for lower body anti-chip coatings.

But pow l paints are not fully deve l for the body. One of the problems that still needs to be solved is maintenance of a specified thickness. Some of the experts say the paints tend to go on too thickly. Others say the thickness is simply hard to control.

Another problem, says one GM expert, involves the "bells," or guns that spray the paint onto the surface. These still require much development work.

At PPG, they say one of the original problems was containing the powder in the spray booth. Like fine desert sand, it tended to escape the booth and get into other parts of the assembly plant.

An expert at Buick-Oldsmobile-Cadillac says that the flake in metallic powder paints can not be properly oriented at present, so only clear coats and solid colors can be sprayed.

Another paint expert cautions that painting metallics with powder could be dangerous. The expert says aluminum powder (used in some metallic paints) is highly explosive and some work was going on to encapsulate the aluminum flake in resin, but did not elaborate on any progress.

And some paint researchers say it is difficult to achieve a class-A finish with high gloss.

GM has been using powdered primer-surfacers and lower-body anti-chip powdered paints for years. Experts there hope powdered clear coats might even add to environmental resistance.

Paint gurus are extremely sensitive about predicting when powdered coatings will be ready. Many refuse to comment on the record or to have their companies associated with optimistic forecasts for production methods.

They say their reluctance is caused by fears that "overzealous government people" might force carmakers to adopt the technology for its environmental benefits before the technology is ma

Until powder paint pro self, overspray will continue to be a waste product and an environmental liability to manufacturers.

But that's not happening at Chrysler's truck assembly plant in Warren, Mich.

In November 1988, Chrysler installed a radical equipment there that separates the paint pigment from the carrier solvents and water carrier liquids. Chrysler claims that so far, 5.2 million pounds of sludge has been reduced to 616,000 pounds of recyclable powder.

Chrysler developed the system jointly with Haden Environmental Corp. of Troy, Mich.

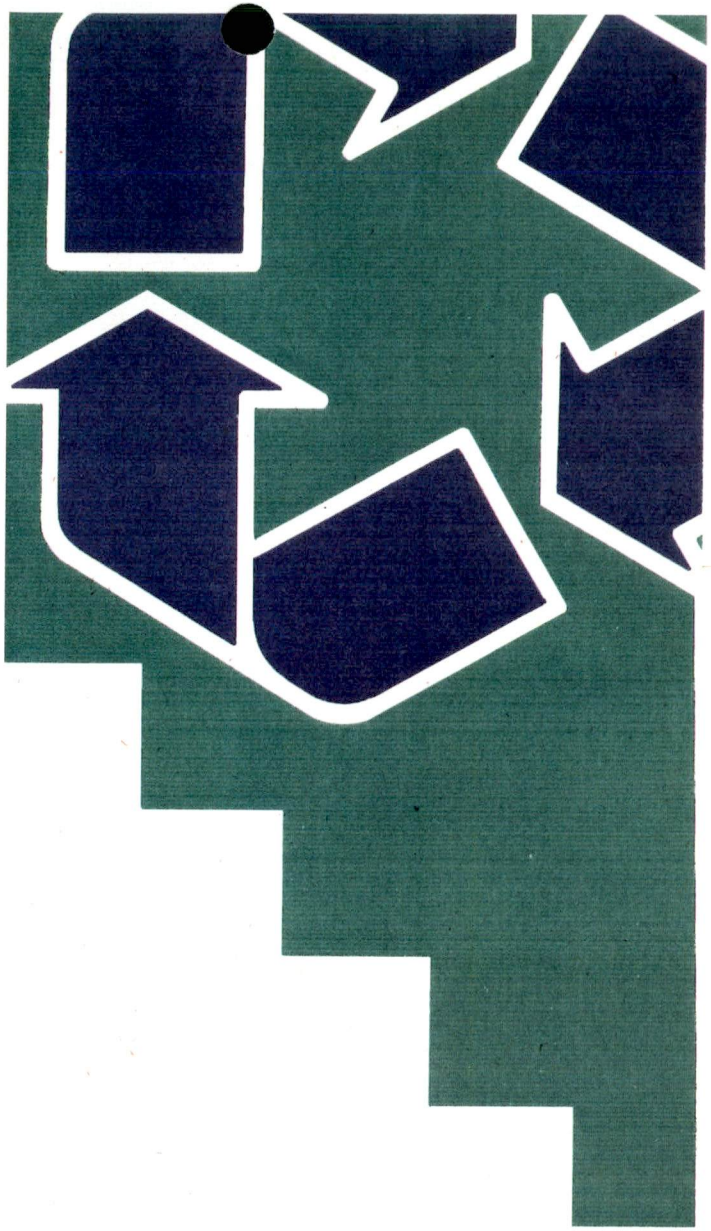
Originally, Chrysler believed it would simply be reducing the volume of material hauled out of the plant and landfilled at high cost. But a few companies have expressed interest in the powder as a filler in polymer concrete, roofing materials and thermoset plastics. And Chrysler is looking into using the powder as a filler in underbody paints and sealers.

The recovery process begins when paint that does not adhere to the vehicle is conducted by spray booth downdrafts into water channels under the spray booth floor.

The water is circulated through a sludge pit. The sludge concentrate is then pumped into a flotation chamber and into a dryer. Solvents and gasses generated by 350-degree-Fahrenheit heat flow into an afterburner, which oxidizes them. There they are broken down into more benign chemicals and vented away.

The sludge moves through a hollow, heated, screw-type mechanism. In an hour, the sludge is reduced to a fine powder, passes through a fine mesh screen and is collected in 2,000-pound bags. □

Jack Keebler is engineering editor for Automotive News.



CHRYSLER CORPORATION

Environmental Programs

POLLUTION PREVENTION

Chrysler believes pollution prevention is a process, fully integrated within our long-range product plans, which encompasses all aspects of the business from basic materials, through manufacturing operations, and including the vehicles produced.

Chrysler is committed to the protection of health and welfare, natural resources and the global environment. Our products and our production facilities utilize the latest technologies to assure that any pollution is reduced to the lowest levels possible, often well below the levels required by government standards.

A fundamental and indispensable basis of our approach to manufacturing operations is pollution prevention. Pollution prevention through source reduction is the first step in the hierarchy of options for reducing risks to human health and the environment. The next step is responsible recycling or reuse of any wastes that cannot be reduced at the source. Wastes that cannot feasibly be recycled are treated in accordance with environmental standards that are designed to reduce both the toxicity and/or volume of wastes generated. Finally, any residues remaining from the treatment of waste are disposed of safely, to minimize their potential for release into the environment.

At Chrysler, the pollution prevention process is fully integrated within our long-range strategic product, process and facility plans. It encompasses the full spectrum of Chrysler's activities from procurement of materials, through manufacturing and sales of our products.

ENVIRONMENTAL BENEFIT

ELIMINATION/SUBSTITUTION

Root-cause elimination is the key to pollution prevention. Chrysler has consistently worked with its suppliers to identify materials of concern, and to eliminate these materials where possible; reduce volumes where not feasible to eliminate completely, or to substitute with less toxic, non-hazardous materials. Successes include:

- Elimination of cadmium-plated fasteners in Chrysler vehicles;
- Elimination of hexavalent chromium from all materials and processes;
- Reformulating paints and solvent cleaners to exclude the majority of listed toxic solvents;
- Reformulating new coatings to reduce odor potential with each approval and subsequent introduction into Chrysler facilities;
- Elimination of lead from all paints except electrocoat primer where less than two percent by weight is used for corrosion protection;
- Reformulation of air conditioner refrigerants;
- And, the phased elimination of PCB-containing electrical apparatus from Chrysler facilities by 1998.

WATER POLLUTANT REDUCTIONS

Chrysler facilities have "state-of-the-art" water treatment facilities, which treat almost three billion gallons of process wastewater annually. Environmentally-sensitive constituents have been significantly reduced or eliminated from the manufacturing process because of water discharge concerns. All materials used in the plants must pass wastewater treatability testing prior to introduction into manufacturing facilities.

USED OIL RECYCLING

More than eight million gallons of used oil from Chrysler stamping, machining and engine plants are recycled annually. Chrysler has developed comprehensive recycling programs for waste oils with outside suppliers. Several of our plants recover and

remanufacture waste oil on-site for return to the process. Oil waste has also been reduced by replacing petroleum based metal working fluids with longer lasting synthetic materials. Purchasing programs have also been developed to promote the use of recycled oils.

SOLID WASTE RECYCLING

Chrysler has eliminated 55 percent of the expendable packaging wastes generated from assembly plants through the use of durable returnable containers. Significant volumes of paper, cardboard, plastic and wood were saved from landfill. Chrysler has new product programs planned to eliminate 95 percent of packaging waste.

Each year Chrysler recycles more than 35,000 tons of wooden pallets and 26,000 tons of cardboard from its plants. The corporation has instituted one of the largest paper recycling programs in the U.S., recycling more than 1,000 tons of paper per year. In addition more than 700,000 tons of scrap metal is salvaged each year.

In 1987, Chrysler and Haden Corporation piloted an innovative new paint sludge drying system, which has turned 5.2 million pounds of previously landfilled wastes into 616,000 pounds of materials recycled into such products as roofing material and sealers.

Paint Sludge Reduced to Powder In Chrysler Plants

Each of Chrysler's plastic injection molding plants regrinds and reuses its own production wastes. White sheet foam packing material is accepted back with empty shipping containers to be reground, pelletized and returned to the manufacturer to make new foam packing sheets. Glass cullet, or broken glass, from Chrysler's glass plant is segregated and recycled each day.

HAZARDOUS WASTE REDUCTIONS

Chrysler has reduced the volume and toxicity of hazardous waste generated at its locations significantly through:

- Increased transfer efficiency of materials at the point of application to reduce emissions and avoid waste;
- Inventory control improvements;
- Substitution of hazardous materials with non-hazardous materials (i.e. coating and cleaning solvents);
- Reformulating to water-based adhesives and sealants to dramatically reduce toxic solvent usage;
- Elimination of virtually all chlorinated solvents from electronics manufacture, parts cleaning and degreasing;
- Elimination of heavy metals in cleaning, phosphating and painting operations;
- Reduction of volume through the use of dewatering devices on wet sludges;
- Recycling and reuse of waste solvents;
- And segregation and recycling of lead acid batteries through secondary lead smelters.

ENERGY

During the 1980's, energy usage per Chrysler vehicle built was reduced by 40 percent. This was accomplished by downsizing of vehicles, more energy efficient equipment and processes and energy conservation programs.

Each Chrysler plant has a conservation committee, whose goal is to reduce energy usage and costs. Typical examples of conservation projects include high efficiency lighting systems, energy management systems, plus heating and ventilating modifications.

More than 75 percent of Chrysler's fuel use is clean-burning natural gas; 16 percent is low sulfur coal and the balance is distillate oil used primarily as boiler fuel.

PAINT TECHNOLOGY

Painting operations are a major source of air-borne emissions. As such, Chrysler has placed an increased focus on a progressive set of technologies to deal with the problem right at the source.

Chrysler has been an industry leader in the introduction of new paint technology. Chrysler was the first U.S. automotive manufacturer to convert to high solids basecoat/clearcoat technology. Since the early 1980's, this technology and subsequent process improvements have resulted in a 50 percent reduction in the amount of paint and solvents used per vehicle produced. This has been accomplished through progressive improvements to the materials, the equipment and the methods used.

Chrysler has made improvements to equipment to increase the transfer efficiency of paint applied, thereby using less paint and reducing the amount of paint overspray, or waste. New equipment includes high voltage, high speed turbo bells for both clearcoat and basecoat, robotic spray applicators and electrostatic application.

Changes in materials have been made by Chrysler to increase solids levels, which decrease Volatile Organic Compounds (VOC) (and other environmentally sensitive constituents) in coatings applied to the vehicle. Other changes in materials include: surface primer elimination, low VOC Electrocoat (water based) primer being used, low VOC, non-toxic booth and body cleaners, elimination of hexavalent chromium from phosphate treatment and elimination of lead from topcoats.

Chrysler has modified its painting methods to reduce the amount of coating required, thereby reducing VOC emissions. These modifications incorporate block painting, process control, air purging and innovative paint booth cleanup techniques.

Chrysler's focus on future technology puts pollution prevention first, thereby eliminating the need for costly end-of-pipe controls such as incineration. This new focus avoids generation of greenhouse gases, and prevents energy waste from end-of-pipe incineration. Several of the future technologies currently being evaluated by Chrysler include:

- Materials that cure at lower temperature, thus using less energy and expanding the range of useable plastics;
- The elimination of lead and chrome from E-Coat.
- Expanded use of powder anti-chip which has "0" VOC's and improved chip resistance;
- Lower VOC water-based basecoats and clearcoats;

STATE OF MICHIGAN
OFFICE OF THE GOVERNOR

JOHN ENGLER
GOVERNOR

May 8, 1992

Attention: Award Reference

I am writing to recommend Chrysler Corporation for a President's Environment and Conservation Challenge Award for its Jefferson North Assembly Plant project. This project is an outstanding example of what can be achieved to benefit our environment when government and industry work together.

Every industrial state faces the challenge of revitalizing industrial sites. Often, industry opts to locate or relocate on previously undeveloped "greenfield" sites. Indeed, it would have been easier for Chrysler to choose this course. Instead, Chrysler, working in cooperation with federal, state and local government, elected to reclaim and reuse land for industrial purposes in the heart of Detroit, Michigan.

Chrysler "recycled" the site where the Jefferson North Assembly Plant is located, and it will provide jobs to approximately 2200 Detroit area workers. Additionally, Chrysler designed the new plant with the environment as a priority. The facility incorporates pollution prevention measures and the best pollution control technology. It is also representative of the efforts that are underway at other Chrysler facilities, many of which are in Michigan.

The Jefferson North Assembly Plant project provides a model for managing old industrial sites. We also believe that it will set standards for environmental excellence in industry for years to come.

Sincerely,

John Engler
Governor

JE/jb

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RECYCLED PAPER

CABLE: "UAW DETROIT"

Solidarity House

8000 EAST JEFFERSON AVE.
DETROIT, MICHIGAN 48214
PHONE (313) 926-5000
Fax 313-331-2498

INTERNATIONAL UNION, UNITED AUTOMOBILE, AEROSPACE & AGRICULTURAL IMPLEMENT WORKERS OF AMERICA—UAW

OWEN F. BIEBER, *PRESIDENT* BILL CASSTEVENS, *SECRETARY-TREASURER*

VICE-PRESIDENTS: ODESSA KOMER • ERNEST LOFTON • STAN MARSHALL • STEPHEN P. YOKICH

May 12, 1992

Attention: Award References

The United Auto Workers (UAW) wishes to recommend that Chrysler Corporation be recognized by the President's Environment and Conservation Challenge Awards Committee for its environmental achievements in the Jefferson North Assembly Plant project. This project represents a commitment of Chrysler's experienced UAW workforce and a commitment to the environment.

At a time when most new automobile manufacturing facilities are being located in rural areas that are far removed from existing plants and union influences, Chrysler chose to keep its commitment to 2100 workers and reclaim and reuse a site in Detroit, Michigan.

The UAW and Chrysler worked in cooperation from the start of the project to ensure the protection of human health and the environment. The end result is a world class manufacturing facility that incorporates the best pollution prevention strategies and pollution control technologies in the industry. The accomplishments at Jefferson North are representative of pollution prevention efforts that UAW workers are involved in throughout Chrysler Corporation.

The Jefferson North Assembly Plant project successfully reconciled environmental, as well as social and economic concerns. It provides an example of what can be accomplished through the commitment and cooperation of labor, management and goverment.

Sincerely,

Stan Marshall

Stan Marshall
Vice President and Director
UAW Chrysler Department

SM/bw
opeiu494

PRINTED IN USA

ABB
ASEA BROWN BOVERI

ATTENTION: AWARD REFERENCES

ABB, as a major supplier of paint finishing equipment to the automotive industry worldwide, is pleased to provide this reference.

Automotive assembly plants and their paint shops in particular are potential large sources of various pollutants to the ambient environment: paint particles, organic solvents, processed water and other fluids, sludge, etc. Chrysler Corporation made dedicated, all penetrating efforts in the design of the Jefferson North Assembly Plant in Detroit to reduce such emissions to levels setting new standards for the industry.

Pollution prevention awareness including energy conservation directed efforts from the early planning stages of the assembly plant. ABB Paint Finishing's involvement relates to the paint shop which is normally by far the largest source of emissions in an automotive assembly plant.

Chrysler implemented innovative technology in many areas of the paint shop to prevent or reduce pollutants in a cost effective way. **MATERIALS** used were selected to minimize emissions: water borne or low solvent paints and cleaners, powder anti-chip paint, omission of air toxics in paint formulations, selection of filter material for minimum disposal, and use of long lasting construction materials for reliable operation.

Painting **PROCESSES** employed were optimized to increase paint transfer efficiency to the body surface areas, thereby reducing paint usage. The use of flushing solvents was minimized by painting blocks of consecutive cars in the same color and capturing/recycling the resulting reduced volumes of flushing solvent.

An energy management system controls the operating efficiency of major energy consuming equipment. **RECYCLING AND RECOVERY** approaches were included in the paint shop; incinerator exhaust is used to heat ovens and other process flows to improve energy efficiency; cleaning and flushing liquids containing solvents are recycled; overspray paint sludge is dried and inertized so that it can be recycled; activated carbon is regenerated and reused. Further, all equipment was engineered to reduce interior and exterior noise levels.

SOLVENT EMISSION ABATEMENT, fulfilling **LAER** criterion, was installed for the exterior body painting which is the major source of solvent emissions. The abatement concept is based on activated carbon rotors removing the solvent and incinerators destroying the solvents. Challenging targets of safety, reliability, energy efficiency and solvent removal/destruction efficiency required innovative approaches.

Chrysler Corporation's pollution prevention measures using many technologically new concepts make the Jefferson North Assembly Plant an environmental trendsetter for industry. In light of these achievements, ABB Paint Finishing truly recommends that Chrysler be considered for the President's Environment and Conservation Challenge Award.

John Camardella
President

ABB Paint Finishing

One Ravinia Drive
Suite 1110
Atlanta, Georgia 30346

Telephone (404) 393-6130
Fax (404) 393-6139

CHRYSLER CORPORATION

Chrysler Corporation
Chrysler Center

May 20, 1992

The President's Environment and Conservation Challenge Awards
Council on Environmental Quality
The White House
722 Jackson Place, NW
Washington, D.C. 20503

Re: Chrysler Corporation's Application for the President's 1992 Environment and Conservation Challenge Award

Dear President's Challenge Awards Selection Committee:

Chrysler Corporation is pleased to submit the attached application for the President's 1992 Environment and Conservation Challenge Awards program. We believe that the subject of our application, Chrysler's Jefferson North Project, exemplifies progress and innovation in the area of pollution prevention and is a showcase for efforts underway throughout Chrysler Corporation.

I would like to take this opportunity to extend an invitation to the Awards Selection Committee to visit the Jefferson North Assembly Plant. We would be happy to arrange for a first-hand look at some of the technologies described in the attached materials.

In preparing our application, we made every effort to provide technical information that best reflects the Jefferson North program goals and accomplishments. If I can be of further assistance, please contact me at (313) 956-0549.

Sincerely,

Mark A. Bindbeutel

Mark A. Bindbeutel
Pollution Prevention Manager
Environmental & Energy Regulatory Planning

12000 Chrysler Drive
Highland Park MI 48288-1919

Printed on Recycled Paper

I.007

UNITED STATES ENVIRONMENTAL PROTECTION AGENCY
WASHINGTON, D.C. 20460

MAY 26 1992

THE ADMINISTRATOR

The President's Environment and
Conservation Challenge Awards
Council on Environmental Quality
722 Jackson Place, N.W.
Washington, D.C. 20503

Attention: Award References
Design of the Jefferson North Assembly Plant Project
Chrysler Corporation

The EPA Administrator's Awards Program recognizes excellence in working toward a cleaner environment. This year, the Awards program focussed on achievements in pollution prevention. Nothing has proved more effective in abating pollution than preventing it in the first place.

Overall, I selected seventeen winners for the EPA awards program. The Chrysler Corporation was one of only four winners in the large business/industry category. Chrysler was selected for its outstanding design of the Jefferson North Assembly Plant project. From the outset, pollution prevention was incorporated in the design of this plant. Prevention was factored into decisions about raw materials, distribution, manufacturing, and product line.

Thus, Chrysler designed a facility, selected materials, and implemented innovative technologies and management practices with the goal of making the most efficient use of resources while eliminating unnecessary pollution and waste. In addition, a number of the measures incorporated into the facility and its product represent automotive industry firsts.

I am pleased to endorse Chrysler Corporation for the President's Environment and Conservation Challenge Awards. The Jefferson North Assembly Plant design exemplifies a strong commitment to pollution prevention and will serve as a national model to inspire others to find innovative solutions in this vital area of environmental activity.

Sincerely yours,

William K. Reilly

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Application Summary

ID Number: I.030

Project: Great Lakes Recycle

Contact: Mr. John Heyde
Council of Great Lake Governors
35 East Wacker Dr., #1850
Chicago, IL 60601-

Telephone:
(312) 407-0177

Summary: "Great Lakes Recycle" stimulates market development for recycled products through a joint purchase, unprecedented in size, of recycled products. It marks a pivotal step towards the emergence of an ecologically sound economy in the region by creating common specifications and stimulating investment in environmentally sound technologies.

NOTE: Some technical evaluators provided written opinions, based on their view of the criteria. The following is included for your background only.

Comments: Project involves the joint action of Great Lakes States to develop common purchase specifications for recycled products, to provide assistance to manufacturers of recycled products and to establish multi-state standards board which will work to expand concept to as many recycled products as possible. One of major barriers to effective recycling is lack of market potential. This kind of project is what is needed to break barrier. Concept could be replicated widely and easily.

8 state governors have taken practical steps to overcome obstacles to recycling. Combined state government purchasing power for recycled paper to stimulate market, coordinated state technical assistance to aid market and infrastucture, and insitutioanlized actions in "Great Lakes Standards Board" to expand targeted products. Commendable regional approach with practical goals, concrete near term targets, and long-term institutional framework. Merits close look to compete for a citation.

I.030

Summary

On May 18, 1992, the Great Lakes Governors signed the "Great Lakes Recycle" Agreement and initiated the largest joint purchase of recycled paper to date. This innovative agreement is unprecedented in its size and scope. The agreement addresses the most critical challenge to expanding recycling, the need for market development, without relying on traditional regulatory approaches. The agreement also establishes a long term effort to stimulate the adoption of clean production technologies, integrating recycling efforts with the critical need for reductions in toxic emissions. As noted by Governor John Engler, the sponsor of the effort, the use of joint purchasing power of the eight states marks a pivotal step towards the emergence of an ecologically sound economy in the region and provides a model for the nation.

There are three components to the "Great Lakes Recycle" program:

- **Use the combined purchasing power of state governments to create new demand for recycled products while providing manufacturers with a common specification for these recycled products.** Through the Great Lakes Recycle program, the states intend to expand markets of recycled products with uniform specifications while setting an example for local governments and business that buying recycled products is smart economic and environmental policy.

- **Cooperatively target existing state programs which provide assistance to manufacturers of recycled products.** Successful recycling markets require a "recycling infrastructure" - processing equipment which turns recyclable waste into a usable product. By targeting state technical assistance in market and infrastructure development, the states can reduce duplication, increase efficiency, and focus scarce state resources.

- **Establish an institutional mechanism for expanding targeted products, content levels and encouraging clean technology.** The agreement establishes a Great Lakes standards board. This innovative institution will target additional products for joint purchasing, establish a process for upgrading levels of recycled content, and the adoption of purchasing standards which stimulate investment in clean production technologies.

The Council starts its recycling initiative with three very practical activities. First, the eight states issued the largest ever multi-state solicitation for recycled copy paper on May 15, 1992. Together, the states seek bids for some 30 million pounds of copy paper with 50 percent recycled content and 10 percent post-consumer content. This multi-state purchase is premised on the belief that eight states working together have far greater power to boost demand for recycled paper than any of one does working alone. Second, the states are undertaking a commitment to use only re-refined motor oil on passenger vehicles serviced at state-owned facilities. Again, the states want to work together to create new demand for re-refined oil and to signal the market that buyers exist to purchase additional supplies of recycled materials. Finally, the states, through the Council, are creating a regional "standards board" which will harmonize standards for recycled materials throughout the region. This means that, with common standards, manufacturers will not have to produce one recycled product for one state and another product in another state.

Criteria Questions

C1. What is the purpose of the project?

The project addresses the two major environmental challenges facing the Great Lakes region--waste and toxic reduction. By creating an expanded market for recycled goods, the agreement aims to stimulate investment in the production of recycled products and compliment aggressive recycling projects at the state and local levels. By instituting a commitment to encourage the use of clean technologies, the agreement seeks to stimulate investment in toxic reduction processes.

C2. How is the project innovative? What obstacles, environmentally or otherwise does it overcome?

The project is innovative in its scale, and in its institutionalization of a process for setting and increasing procurement standards. It directly links state policy to real action. The project addresses a real problem, what to do with waste, by having state governments exercise their power as consumers in the marketplace rather than as regulators of the market. The copy paper solicitation is the largest multi-state solicitation for a recycled product, but the solicitation is not an end in itself. It is part of an on-going process to ensure that manufacturers do not get mixed signals about market demand from varying state procurement specifications.

The Council's recycling agreement attempts to overcome aspects of the "garbage crisis". The "garbage crisis" captures the immediacy environmental issues hold for people. The traditional practice of burying or incinerating solid waste translates directly into requests to site new landfills or build new incinerators. However, residents worry that a new disposal site or incinerator in their community will create groundwater or air contamination, increase noise and traffic, and lower property values. Recycling is just one way to reduce the amount of waste destined for landfills. However, if there is no economical means to recycle waste, the waste will be burned, stored in warehouses or placed in discrete piles in landfills. This initiative attempts to create a demand for the waste at one end, while creating a mechanism for the states to jointly find ways to achieve waste reduction at the beginning of the waste stream.

The governors' commitment to have passenger vehicles serviced at state facilities use only re-refined oil is an way to keep used oil from being landfilled or burned. Currently, much of the used oil that is "recycled" is burned in cement kilns or other furnaces. Environmental groups have argued that burning releases heavy metals into the air which, among other concerns, are critical pollutants in the Great Lakes. The governors are committing the states to use oil again for its original purpose -- as lubricating oil in vehicles. By focusing efforts on promoting re-refined oil, we're creating closed-loop recycling for oil. Our goal is not only to reduce improper disposal of oil -- throwing it down a drain, for instance -- but also to prefer re-refining over burning the oil that *is* recycled.

C3. How is the project superior to other approaches? Does it offer a viable alternative to a problem for which no solutions previously existed?

This effort will focus on practical actions that trigger action by industry supply in response to state demand. Our cooperative paper purchase was developed in a period of only four months. Our procurement officials didn't argue over what the specifications should be for the paper because they didn't approach the problem as one of definition -- "how much recycled content must 'recycled' paper have?" -- but rather as a pragmatic purchasing question -- "what's the highest percentage of recycled content we can have and still be able to find enough supply for our states?" The same logic will be applied to other products the standards board addresses. Their mission is simple: set purchasing standards for products which encourage manufacturers to push the envelope in terms of incorporating recycled content in to their products, yet make sure the market can supply a product, as well. This is a simple mission, and we believe we will avoid the seemingly endless debates other groups have encountered over the question of "what is recycled."

The governors are committed to revisiting the copy paper standards. We want to keep our Great Lakes purchase at the "cutting edge" of industry's ability to make the most environmentally-sound paper. We want to open the market to manufacturers who are willing to make paper with higher and higher percentages of recycled content, by signalling that our standards will also get higher each year. And as part of that review of our standards, we'll consider requiring the use of environmentally sensitive technology (clean technology) a part of our paper purchases.

C4. Can the project or service be replicated in an economically feasible manner?

The standards board will institutionalize what was done already for copy paper and used oil -- it will create common standards for a range of recycled products and link those common standards to state efforts to promote recycling. For instance, we will provide price preferences and set-asides to products that meet the requirements set by the standards board. We will develop a Great Lakes Recycle logo which can be used by manufacturers on products that meet the standards. And we will target our states' recycling grants and loans toward manufacturers who are willing to produce products that meet the standards. The standards board will be made up of a spectrum of people with an interest in strong, market-oriented moves to boost recycling: environmentalists, industry representatives, and some of the people who purchase products for state government every day.

C5. What are the measurable, net long-term environmental benefits or results of the project?

We expect that, in the first year of cooperative purchase, our eight states will purchase at least 30 million pounds of paper. This purchase will divert over 3 million pounds of waste paper from disposal. This is the equivalent of at least 130,000 trees and the energy equivalent of 771,000 gallons of gasoline. We believe this will send a significant signal to paper mills: some of our states have committed more than half of their office paper purchases to this cooperative purchase, and we expect the quantity purchased to rise in the next few years.

Application Summary

ID Number: I.030

Project: Great Lakes Recycle

Contact: Mr. John Heyde
Council of Great Lake Governors
35 East Wacker Dr., #1850
Chicago, IL 60601-

Telephone:
(312) 407-0177

Summary: "Great Lakes Recycle" stimulates market development for recycled products through a joint purchase, unprecedented in size, of recycled products. It marks a pivotal step towards the emergence of an ecologically sound economy in the region by creating common specifications and stimulating investment in environmentally sound technologies.

NOTE: Some technical evaluators provided written opinions, based on their view of the criteria. The following is included for your background only.

Comments: Project involves the joint action of Great Lakes States to develop common purchase specifications for recycled products, to provide assistance to manufacturers of recycled products and to establish multi-state standards board which will work to expand concept to as many recycled products as possible. One of major barriers to effective recycling is lack of market potential. This kind of project is what is needed to break barrier. Concept could be replicated widely and easily.

8 state governors have taken practical steps to overcome obstacles to recycling. Combined state government purchasing power for recycled paper to stimulate market, coordinated state technical assistance to aid market and infrastucture, and insitutioanlized actions in "Great Lakes Standards Board" to expand targeted products. Commendable regional approach with practical goals, concrete near term targets, and long-term institutional framework. Merits close look to compete for a citation.

I,030

Application Form–1992

Please read the application form carefully and provide all information requested. Please type or print clearly. Supplementary pages should follow the format of this form as closely as possible. Incomplete applications will not be considered.

1. Select the Award category for which you are competing:
(Note: A program may be entered in only one category. See descriptions of categories in Question 6.)

(01) ___ Partnership
(02) ___ Environmental Quality Management
(03) _x_ Innovation
(04) ___ Education and Communication

2. Name of the project or program described in this application:

Great Lakes Recycle

3. Name of Award Applicant(s): *(Use separate sheet, if needed)*

__ Mr. __ Mrs. __ Ms. __ Miss __ Dr.

Name:

Title:

Organization: Council of Great Lakes Governors

Street: 35 East Wacker Drive Suite 1850

City: Chicago State: IL Zip: 60601

Telephone: (312) 407-0177 Fax: (312) 407-0038

4. Program contact who can answer questions regarding the application:

_X_ Mr. __ Mrs. __ Ms. __ Miss __ Dr.

Name: John Heyde

Title: Environmental Policy Director

Organization: Council of Great Lakes Governors

Street: 35 East Wacker Dr., Suite 1850

City: Chicago State: IL Zip: 60601

Telephone: (312) 407-0177 Fax: (312) 407-0038

NOTE: The Selection Committee will rely heavily on Questions 5-6 in determining how well the application meets the award criteria.

5. Please attach a one-page (not to exceed 500 words) summary, suitable for publication, which provides a complete overview of the application. The one-page response should be clear, concise, and should emphasize quantifiable results or benefits of the program.

6. A-D: Please answer *only* the following Award criteria questions pertaining to the specific Award category for which you are applying. *(For example: Partnership category, answer questions A1-A5; EQM, B1-B7; Innovation, C1-C5; Education, D1-D5).*

Answers should be clear, concise and ***should emphasize quantifiable results or benefits*** of the program. Each answer to a sub-question should not exceed 100 words. Taken as a whole, all answers to criteria questions should not exceed two pages.

A. PARTNERSHIP: awarded to diverse organizations or groups that have fostered cooperative approaches to environmental needs at the local, regional, or national level.

1. Who are the partnership's members? What are their roles? What resources do they bring to the partnership?

2. What are the partnership's specific environmental or conservation objectives? Has a sustainable plan of concerted action for meeting these needs been established?

3. How is the partnership distinctive or innovative? What obstacles, environmental or otherwise, does it overcome?

4. What measurable environmental or conservation benefits has the partnership produced?

5. What aspects of the partnership can be modeled by others and transferred to other settings?

B. ENVIRONMENTAL QUALITY MANAGEMENT: awarded to organizations which have demonstrated that environmental values can be integrated into sound management decisions and objectives. ***(Note: This category reflects broad-based organizational approaches. Special programs or projects may be more appropriate for entry in one of the other three award categories.)***

1. What are the organization's environmental policies and objectives?

2. How has the organization's top management demonstrated commitment to these policies and objectives? Do the policies demonstrate commitment beyond legal compliance?

3. What are the organization's environmental standards for its product(s) and operations? *(Explain how they go beyond legal constraints and how they relate to management control mechanisms.)*

4. How are these policies and objectives incorporated in the: *a) Day-to-day management of the organization; b) Organization's decision-making about research and development, long-range planning, capital, and operating budgets?*

5. How are these policies and objectives reflected in the organization's relationships with employees, customers, suppliers, and the general public?

6. What are the organization's control mechanisms that give decision makers objective data to measure continuous performance improvement toward its short- and long-term environmental objectives?

7. What quantifiable, sustained environmental quality results in products and processes have resulted from the organization's environmental approach?

C. INNOVATION—awarded to individuals, organizations and groups who have demonstrated exceptional creativity or pioneered new approaches in the development and/or execution of technologies, programs, projects, or services that are environmentally sound and economically sensible?

1. What is the purpose of the technology, program, project or service?

2. How is the technology, program, project, or service distinctive or innovative? What obstacles, environmentally or otherwise, does it overcome?

3. How is the technology, program, project, or service superior to other approaches? Does it offer a viable alternative to a problem for which no solutions previously existed?

4. Can the technology, program, project or service be replicated in an economically feasible manner?

5. What are the measurable, net long-term environmental benefits or results of the technology, program, project, or service?

D. EDUCATION AND COMMUNICATION—awarded to individuals, organizations, or groups which have developed educational or informational programs that inspire respect for the environment and raise the public's environmental literacy.

1. What is the program? What are its environmental or conservation objectives?

2. Who is the program's audience? How large is the audience? How is the program's effect on the audience determined?

3. What is original or distinctive about the program?

4. What are the measurable results or benefits produced by the program? How does the program promote the development of an environmental ethic and make a positive contribution to environmental awareness?

5. How can the program be used or modeled by others?

NOTE: The following questions are for informational purposes.

7. How long has the technology, program, project or service been operational?

Since May 18, 1992

8. Which of the following most accurately describes the applicant(s)? (Check more than one, if applicable.)

(01) ___ National Business or Industry
(02) ___ Regional or Local Business or Industry
(03) ___ National Nonprofit Organization or Foundation
(04) XX Regional or Local Nonprofit Organization
(05) ___ Local or State Government/Government Agency
(06) ___ Educational Organization
(07) ___ Voluntary Civic Organization
(08) ___ Trade or Professional Society
(09) ___ Youth Organization
(10) ___ Labor Organization
(11) ___ Individual
(12) ___ Other (Please describe):_____

9. If business or industry, which of the following best describes the type of business or industry?

(01) ___ Agriculture/Forestry
(02) ___ Aerospace
(03) ___ Communications
(04) ___ Construction
(05) ___ Electronics/Computers
(06) ___ Energy
(07) ___ Engineering
(08) ___ Environmental Services
(09) ___ Financial Services/Insurance/Real Estate
(10) ___ Manufacturing—Chemical
(11) ___ Manufacturing—Other
(12) ___ Mining
(13) ___ Recreation
(14) ___ Trade—Wholesale
(15) ___ Transportation
(16) ___ Utilities—Electric, Gas or _____
(17) ___ Other (Please describe): _____

10. Which of the following most accurately describes the environmental program under consideration for an award? (Check more than one, if applicable.)

(01) ___ agriculture
(02) ___ air quality
(03) ___ conservation
(04) ___ education—general public
(05) ___ education—academic
(06) ___ energy
(07) ___ environmental quality management
(08) ___ forestry
(09) ___ hazardous waste remediation
(10) ___ international
(11) ___ natural resources

(12) ___ pollution control
(13) ___ recreation
(14) X recycling
(15) ___ solid waste
(16) ___ source reduction/pollution prevention
(17) ___ water quality
(18) ___ wetlands
(19) ___ wildlife and fish resources
(20) ___ Other (Please describe):_____

11. If applicable, list the sources of the program's support and the percentage of support provided, including grants and in-kind contributions of goods and services. *(Use separate sheet if needed).*

Source see attached sheet % _____

Source _____ % _____

Source _____ % _____

12. Please estimate the cost to develop the program or project, including approximate value of in-kind contributions of goods and services:

$ 100,000

If the project is ongoing, what is the annual cost?

$ 75,000

14. Please indicate which of the following are the primary audiences, beneficiaries, or users of the program or service, and estimate how many persons are served: (Select up to 3 categories.)

Type	How Many People
(01) __ Business or Industry	
(02) __ Trade or Professional Society	
(03) X Government	
(04) __ Educational Organizations	
(05) __ Youth	
(06) __ Community or Public Interest Groups	
(07) __ Local Community or Local Public	
(08) X General Public	
(09) __ Employees	
(10) __ Customers or Clients	
(11) X Other (Please describe): Clean technology companies	

15. Has the program been honored with any other environmental or conservation awards in the past five years?

16. In one paragraph (not to exceed 50 words), please summarize the program, its objectives and what it has accomplished. Use space provided below. This paragraph should be suitable for use in a catalog, database or brochure.

"Great Lakes Recycle" stimulates market development for recycled products through a joint purchase, unprecedented in size, of recycled products. It marks a pivotal step towards the emergence of an ecologically sound economy in the region by creating common specifications and stimulating investment in environmentally sound technologies.

11) Sources:

State of Illinois	10%
State of Indiana	10%
State of Michigan	20%
State of Minnesota	12%
State of Ohio	10%
State of New York	4%
State of Pennsylvania	4%
State of Wisconsin	20%
Council of Great Lakes Governors	10%

Please include 3 one-page letters of recommendation attached to the application when it is submitted for consideration. Letters should be addressed: "Attention: Award References." References should have first-hand knowledge of the environmental program, service, or technology and should offer a candid evaluation of its success or effectiveness. References may also include users or beneficiaries of your program.

NOTE: Letters of recommendation must accompany the application when it is submitted to CEQ. Letters sent directly to CEQ will not be considered. Please list the references in the spaces below.

Name: Donna Wise

Title: Vice-President for Policy Affairs
World Resources Institute

Street: 1709 New York Ave., N.W.

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18. Please sign below to indicate that all applicants agree a) to abide by the rules and requirements of the awards competition, and b) that all information submitted is true and accurate to the best of their knowledge.

Signature: [signature] Date: 5/22/92

Title: Director, Environmental Policy Organization: CGLG

Telephone: (312) 407-0177

How to Apply

Completed applications must be postmarked by May 22, 1992 and mailed to the:

The President's Environment and
Conservation Challenge Awards
Council on Environmental Quality
The White House
722 Jackson Place, NW
Washington, DC 20503

All information submitted with the application should be considered public information and becomes property of the President's Challenge Awards program.

Award recipients will be notified in Fall 1992. Recipients must be willing to assist the President's Challenge Awards program in making nonproprietary information about their environmental programs available to others who wish to replicate their success.

Application Format

Please submit one original and four photocopies of your application. You may include up to 10 pages of supporting materials. (NOTE: Photocopying both sides of a sheet of paper will be considered two-pages.) Any oversized items must be reduced to fit a standard 8.5" x 11" page format.

Supporting materials may include items such as brochures, photographs, press clippings, and graphs depicting the program's results. The materials may not be used as a substitute for written responses to Questions 5 and 6.

The order of pages in the submitted application should be as follows:

1. 4-page application (Questions 1-20)
2. 500-word overview summary (Question 5)
3. 2-page responses to criteria questions (Question 6)
4. 10 pages of supporting materials
5. 3 letters of recommendation (Question 17)

NOTE: The entire package should be stapled in the upper, left-hand corner. Any items sent over the 10-page limit of supporting materials will be disregarded and not reviewed by the technical evaluators and selection committee. Do not put the application or backup materials into a binder, notebook or plastic cover.

OMB Control No. 0331-0002, (Exp. 2/95): As required by the Paperwork Reduction Act, CEQ estimates that completion of this application will take 10 hours. Send comments regarding the collection of this information, including suggestions for reducing the paperwork burden, to CEQ and also to: Paperwork Reduction Project, Office of Management and Budget, Office of Information and Regulatory Affairs, 725 17th Street, NW, Washington, D.C., 20503

Summary

On May 18, 1992, the Great Lakes Governors signed the "Great Lakes Recycle" Agreement and initiated the largest joint purchase of recycled paper to date. This innovative agreement is unprecedented in its size and scope. The agreement addresses the most critical challenge to expanding recycling, the need for market development, without relying on traditional regulatory approaches. The agreement also establishes a long term effort to stimulate the adoption of clean production technologies, integrating recycling efforts with the critical need for reductions in toxic emissions. As noted by Governor John Engler, the sponsor of the effort, the use of joint purchasing power of the eight states marks a pivotal step towards the emergence of an ecologically sound economy in the region and provides a model for the nation.

There are three components to the "Great Lakes Recycle" program:

- **Use the combined purchasing power of state governments to create new demand for recycled products while providing manufacturers with a common specification for these recycled products.** Through the Great Lakes Recycle program, the states intend to expand markets of recycled products with uniform specifications while setting an example for local governments and business that buying recycled products is smart economic and environmental policy.

- **Cooperatively target existing state programs which provide assistance to manufacturers of recycled products.** Successful recycling markets require a "recycling infrastructure" - processing equipment which turns recyclable waste into a usable product. By targeting state technical assistance in market and infrastructure development, the states can reduce duplication, increase efficiency, and focus scarce state resources.

- **Establish an institutional mechanism for expanding targeted products, content levels and encouraging clean technology.** The agreement establishes a Great Lakes standards board. This innovative institution will target additional products for joint purchasing, establish a process for upgrading levels of recycled content, and the adoption of purchasing standards which stimulate investment in clean production technologies.

The Council starts its recycling initiative with three very practical activities. First, the eight states issued the largest ever multi-state solicitation for recycled copy paper on May 15, 1992. Together, the states seek bids for some 30 million pounds of copy paper with 50 percent recycled content and 10 percent post-consumer content. This multi-state purchase is premised on the belief that eight states working together have far greater power to boost demand for recycled paper than any of one does working alone. Second, the states are undertaking a commitment to use only re-refined motor oil on passenger vehicles serviced at state-owned facilities. Again, the states want to work together to create new demand for re-refined oil and to signal the market that buyers exist to purchase additional supplies of recycled materials. Finally, the states, through the Council, are creating a regional "standards board" which will harmonize standards for recycled materials throughout the region. This means that, with common standards, manufacturers will not have to produce one recycled product for one state and another product in another state.

Criteria Questions

C1. What is the purpose of the project?

The project addresses the two major environmental challenges facing the Great Lakes region--waste and toxic reduction. By creating an expanded market for recycled goods, the agreement aims to stimulate investment in the production of recycled products and compliment aggressive recycling projects at the state and local levels. By instituting a commitment to encourage the use of clean technologies, the agreement seeks to stimulate investment in toxic reduction processes.

C2. How is the project innovative? What obstacles, environmentally or otherwise does it overcome?

The project is innovative in its scale, and in its institutionalization of a process for setting and increasing procurement standards. It directly links state policy to real action. The project addresses a real problem, what to do with waste, by having state governments exercise their power as consumers in the marketplace rather than as regulators of the market. The copy paper solicitation is the largest multi-state solicitation for a recycled product, but the solicitation is not an end in itself. It is part of an on-going process to ensure that manufacturers do not get mixed signals about market demand from varying state procurement specifications.

The Council's recycling agreement attempts to overcome aspects of the "garbage crisis". The "garbage crisis" captures the immediacy environmental issues hold for people. The traditional practice of burying or incinerating solid waste translates directly into requests to site new landfills or build new incinerators. However, residents worry that a new disposal site or incinerator in their community will create groundwater or air contamination, increase noise and traffic, and lower property values. Recycling is just one way to reduce the amount of waste destined for landfills. However, if there is no economical means to recycle waste, the waste will be burned, stored in warehouses or placed in discrete piles in landfills. This initiative attempts to create a demand for the waste at one end, while creating a mechanism for the states to jointly find ways to achieve waste reduction at the beginning of the waste stream.

The governors' commitment to have passenger vehicles serviced at state facilities use only re-refined oil is an way to keep used oil from being landfilled or burned. Currently, much of the used oil that is "recycled" is burned in cement kilns or other furnaces. Environmental groups have argued that burning releases heavy metals into the air which, among other concerns, are critical pollutants in the Great Lakes. The governors are committing the states to use oil again for its original purpose -- as lubricating oil in vehicles. By focusing efforts on promoting re-refined oil, we're creating closed-loop recycling for oil. Our goal is not only to reduce improper disposal of oil -- throwing it down a drain, for instance -- but also to prefer re-refining over burning the oil that *is* recycled.

C3. How is the project superior to other approaches? Does it offer a viable alternative to a problem for which no solutions previously existed?

This effort will focus on practical actions that trigger action by industry supply in response to state demand. Our cooperative paper purchase was developed in a period of only four months. Our procurement officials didn't argue over what the specifications should be for the paper because they didn't approach the problem as one of definition -- "how much recycled content must 'recycled' paper have?" -- but rather as a pragmatic purchasing question -- "what's the highest percentage of recycled content we can have and still be able to find enough supply for our states?" The same logic will be applied to other products the standards board addresses. Their mission is simple: set purchasing standards for products which encourage manufacturers to push the envelope in terms of incorporating recycled content in to their products, yet make sure the market can supply a product, as well. This is a simple mission, and we believe we will avoid the seemingly endless debates other groups have encountered over the question of "what is recycled."

The governors are committed to revisiting the copy paper standards. We want to keep our Great Lakes purchase at the "cutting edge" of industry's ability to make the most environmentally-sound paper. We want to open the market to manufacturers who are willing to make paper with higher and higher percentages of recycled content, by signalling that our standards will also get higher each year. And as part of that review of our standards, we'll consider requiring the use of environmentally sensitive technology (clean technology) a part of our paper purchases.

C4. Can the project or service be replicated in an economically feasible manner?

The standards board will institutionalize what was done already for copy paper and used oil -- it will create common standards for a range of recycled products and link those common standards to state efforts to promote recycling. For instance, we will provide price preferences and set-asides to products that meet the requirements set by the standards board. We will develop a Great Lakes Recycle logo which can be used by manufacturers on products that meet the standards. And we will target our states' recycling grants and loans toward manufacturers who are willing to produce products that meet the standards. The standards board will be made up of a spectrum of people with an interest in strong, market-oriented moves to boost recycling: environmentalists, industry representatives, and some of the people who purchase products for state government every day.

C5. What are the measurable, net long-term environmental benefits or results of the project?

We expect that, in the first year of cooperative purchase, our eight states will purchase at least 30 million pounds of paper. This purchase will divert over 3 million pounds of waste paper from disposal. This is the equivalent of at least 130,000 trees and the energy equivalent of 771,000 gallons of gasoline. We believe this will send a significant signal to paper mills: some of our states have committed more than half of their office paper purchases to this cooperative purchase, and we expect the quantity purchased to rise in the next few years.

GREAT LAKES RECYCLE
GOVERNORS' AGREEMENT
MAY 18, 1992

INTRODUCTION

More than any other environmental problem, the "garbage crisis" captures the immediacy environmental issues hold for our citizens. The traditional practice of burying or incinerating solid waste translates directly into requests to site new landfills and build new incinerators in local communities -- requests which are increasingly volatile.

At the local level, the disposal of solid waste is an environmental and an economic problem. Residents worry that a new disposal site in their community will create groundwater or air contamination, increase noise and traffic, and lower property values. Taxpayers see the cost of managing waste rising so high that in some areas, localities pay more for waste management than for police protection.

In response to the escalating crisis of solid waste management and disposal, governments are struggling to reduce the quantity of waste destined for landfills. In 1988, the U.S. Environmental Protection Agency offered a waste "hierarchy" to guide management decisions with the first priority to reduce the amount of waste generated, the second priority to recycle, and lastly, to dispose or incinerate what cannot be reduced, reused, or recycled.

As governors, each of us is working to improve waste reduction and recycling in our states. In addition to intensive state action, we maintain that a regional effort can enhance our ability to address the solid waste disposal crisis. We believe that the Great Lakes states can and should become the nation's leading region in environmental protection and pollution prevention as we set an example for the private sector, local governments, and citizens on the sound environmental, mental, and economic principles behind the procurement of recycled products.

Through the Council of the Great Lakes Governors, we have already launched a regional pollution prevention effort, the Great Lakes Pollution Prevention Challenge, as the first element of our regional strategy for environmental protection. In addition, as the manufacturing heartland of North America, we already possess much of the infrastructure we need to greatly increase the role recycling plays in protecting our environment.

THE "GREAT LAKES RECYCLE" PROGRAM

The next element of our regional strategy for environmental protection is an initiative that laps the power our states hold individually and collectively as a region. The "Great Lakes Recycle" program's primary goal is to pool individual state efforts to boost recycling by drawing on

economies of scale created by joint state procurement power. The purchasing power of eight state governments can wield greater muscle in stimulating markets for goods made from recycled materials and will signal to manufacturers that a stable and growing market for recycled products exists.

Components of the "Great Lakes Recycle" Program include:

- **Use the combined purchasing power of state governments to create new demand for recycled products while providing manufacturers with a common specification for these recycled products.** While each Great Lakes state has some preference for "purchasing recycled products," each state also purchases slightly different products, making it difficult for manufacturers to produce a single recycled product in large quantity. Through the Great Lakes Recycle program, we intend to expand markets of recycled products with uniform specifications while setting an example for local governments and business that buying recycled products is smart economic and environmental policy.

- **Cooperatively target existing state programs which provide assistance to manufacturers of recycled products.** Successful recycling markets require "recycling infrastructure" - processing equipment which turns recyclable waste into a usable product. By targeting state technical assistance in market and infrastructure development, we can reduce duplication, increase efficiency, and focus scarce state resources. Targeting market development assistance will also focus efforts in developing products that meet state and regional procurement standards.

- **Ensure that waste reduction is the region's number one priority for waste management.** Many of our states support initiatives to encourage the re-design of products and packaging to reduce waste at the primary level. "Great Lakes Recycle" will explore the possibility of regional action to establish uniform standards and guidelines for packaging reduction and re-design.

SPECIFIC AGREEMENTS

"Great Lakes Recycle" will evolve as our states find innovative methods to promote waste reduction and increase recycling. We intend to capitalize and act on available opportunities while maintaining sensitivity to changing technologies and environmental demands.
The following three projects form the foundation of Great Lakes Recycle:

1. BOOSTING THE MARKET FOR RECYCLED COPY PAPER

The Great Lakes Governors will:

- Combine state purchase power to execute the largest ever multi-state cooperative purchase of recycled high-speed copy paper. On May 15, the eight Great Lakes states issued, for the first time, a single solicitation to purchase high-speed copy paper with at least 10 percent post-consumer waste. Although each state retains the right to forgo use of the joint procurement process if they can achieve a lower price on their own, we expect that the solicitation will result in a purchase of over 30 million pounds of recycled paper. This historic joint purchase confirms our commitment to building a credible regional market for paper with high recycled content.

- Annually review the joint purchase solicitation for recycled copy paper with the intent of increasing the demand for recycled and post-consumer content, subject to a cooperative purchase remaining financially more attractive than single-state purchases. We desire to purchase paper with the highest recycled and post-consumer content possible, consistent with technology and the capability of manufacturers to supply the paper. By reviewing our specifications annually, we send a strong signal to manufacturers that growing markets exists and will continue to exist for recycled copy paper.

  In addition to reviewing waste content, future joint purchasing specifications could include requiring the use of environmentally sensitive technology (clean technology).

- Expand the initiative to include additional paper products. We intend to create a uniform market for a full range of paper products, through additional cooperative purchase arrangements and/or standardization of purchasing specifications.

- In cases where states do not already do so, provide the opportunity to include local units of government, schools, universities, and others in the purchasing pool.

2. BOOSTING THE MARKET FOR RE-REFINED LUBRICATING OIL

The Great Lakes Governors will:

- Purchase, for use at state facilities by state owned or leased passenger vehicles, only re-refined lubricating oil, subject to the price of re-refined oil remaining comparable with the price of virgin lubricating oil. The Great Lakes region already boasts the nation's largest oil re-refinery, and the private sector is considering building other re-refineries.

Confident in the quality of re-refined oil, we intend to lead by example, by converting all state-owned or leased passenger vehicles to exclusive use of re-refined oil.

- Ensure that all waste oil generated at state facilities is properly recycled. Improper disposal releases more oil into the U.S. environment each year than did the Exxon Valdez spill. To avoid this needless pollution, our intent is to illustrate that used oil recycling can be a closed loop -- purchased as re-refined and then recycled by the supplier.

- Explore other innovative ways to boost the market for re-refined oil such as coordinating a multi-state cooperative purchase of re-refined oil and, where possible, induce private contractors who service state fleets outside of state facilities to use only re-refined oil for state-owned or leased vehicles.

- Require environmental compliance at re-refineries who supply the re-refined oil for state government purchase.

- Demonstrate the quality and reliability of re-refined oil through use in state-owned or leased vehicles.

3. "GREAT LAKES RECYCLE" STANDARDS BOARD:

- Commission a "Standards Board" for the Great Lakes Recycle program. The Standards Board will draw its membership from state procurement officials, state recycling policy officials, knowledgeable citizens, industry, and noted recycling experts. The Standards Board will propose common standards to the governors to encourage the manufacture of products with large amounts of recycled content. The standards will be based on a pragmatic decision balancing the desire to achieve high percentage of recycled content with the need to insure that the standards can be reasonably achieved at economically feasible prices. These standards will specify minimum amount of recycled and post-consumer content, for specific products.

- Tie purchase of recycled products in state procurement programs to the standards developed by the Standards Board. Specifically, for products where the governors adopt a recycled-content standard, use of state price preferences and procurement "set aside" policies will apply only to products which meet the adopted standard. In planning this program, we recognize that, in some cases, legislation may be required in order to accomplish this element.

- Target existing state market development programs for recycled products toward manufacturers which produce or will produce products meeting standards adopted by the Standards Board and ensure state market development assistance is coordinated on a regional basis to avoid duplication.

- Require the Standards Board to conduct the annual reviews of specifications for recycled paper products (and other products as necessary) as described above to ensure that specifications reflect the best available technology.

- Promote Great Lakes recycling standards nationwide and encourage other states and private businesses to embrace the standards.

- Ask the Standards Board to develop a Great Lakes regional position on recycled and market development to promote at the national level.

- Develop and adopt a "Great Lakes Recycle" seal and/or logo for products meeting the boards standards.

CONCLUSION

In launching the "Great Lakes Recycle" program, we have identified initial steps which will have an impact on the markets of two important commodities: recycled paper products and re-refined lubricating oil. Both are critical to reducing solid waste and pollution in our states.

Paper makes up an estimated 40 percent of all municipal solid waste generated in the United States. The improper disposal of used oil threatens to contaminate ground water supplies and the Great Lakes with toxic heavy metals. Collectively, we can make a positive impact on the management of these materials. "Great Lakes Recycle" is one major step in that direction.

We intend to expand the impact of the "Great Lakes Recycle" program to embrace more commodities and to encourage recycling over the full range of state programs. We believe this program also sends a strong signal to manufacturers that they have stable product specifications with expanding markets. It also demonstrates to the private sector, local governments, and citizens that buying "recycled" not only is feasible but can be economically environmentally sound.

Recycling plays a positive role in our states, not only in reducing the amount of waste we must manage, but also by stimulating a new, highly efficient industry in our region. "Great Lakes

Recycle" is a testimony to our belief that by working together, we can realize our region's potential to boost recycling, better utilize our natural resources, and protect our environment.

Evan Bayh, Governor
State of Indiana

Arne H. Carlson, Governor
State of Minnesota

Robert P. Casey, Governor
Commonwealth of Pennsylvania

Mario M. Cuomo, Governor
State of New York

Jim Edgar, Governor
State of Illinois

John Engler, Governor
State of Michigan

Tommy G. Thompson, Governor
State of Wisconsin

George Voinovich, Governor
State of Ohio

LETTERS OF RECOMMENDATION

WORLD RESOURCES INSTITUTE

1709 New York Avenue, N.W., Washington, D.C. 20006, Telephone: 202-638-6300
Facsimile: 202-638-0036 Telex: 64414 WRIWASH

May 22, 1992

Governor John Engler
Council of Great Lakes Governors
35 East Wacker Drive
Chicago, Illinois 60601

Dear Governor Engler,

On behalf of the World Resources Institute, I am pleased to support the Great Lakes Recycle Agreement for the President's Environment and Conservation Challenge Awards.

As you know, government leadership and policies are crucial elements in our efforts to reduce and prevent pollution. WRI recognizes this Agreement as a strong first step toward regional, intergovernmental cooperation in the reduction of wastes and the development of pollution prevention programs. The efforts of the Great Lakes Standards Board to encourage the use of clean technologies through purchasing criteria will help stimulate investment in prevention processes.

In its recent report, *Beyond Compliance*, WRI documented the leading efforts of companies to develop prevention programs as part of an overall competitiveness strategy. The Great Lakes Recycle Agreement's focus on clean technologies may create additional market incentives for investments in such technologies.

Best wishes on your application and this important project.

Sincerely,

Donna Wise

Donna Wise
Vice President for Policy Affairs

Printed on Recycled Paper

The Center for the Great Lakes

La Fondation des Grands Lacs

Anthony S. Earl, CHAIRMAN
Quarles & Brady
Madison
Governor of Wisconsin, 1983-86

John T. Anderson, SECRETARY
Lord, Bissell & Brook
Chicago

William J. Brah, PRESIDENT

John F. Angus
Stonehenge Corp.
Toronto

James J. Blanchard
Verner, Liipfert, Bernhard, McPherson and Hand
Washington, D.C.
Governor of Michigan, 1983–91

Sandra K. Butler
Butler Family Foundation
St. Paul

Peter R. Cresswell
Algoma Central Corp.
Sault Ste. Marie, Ontario

Dr. James E. Crowfoot
University of Michigan
Ann Arbor

Edward P. Curtis, Jr.
Genesee Public Affairs Inc.
Rochester

James G. Laidlaw
Goodwood Boatworks Ltd.
Vancouver

Clifford Lincoln
Beaconsfield
Quebec Environment Minister 1985–89

Phillip B. Lind
Rogers Communications Inc.
Toronto

Dr. Thomas H. Moss
Case Western Reserve University
Cleveland

David R. Peterson
Cassels, Brock and Blackwell
Toronto
Ontario Premier, 1985–90

Donald A. Schenkenberger
Ameritech Corp.
Chicago

Thomas E. Wagner
Calfee, Halter and Griswold
Cleveland

May 21, 1992

The President's Environment and Conservation
Challenge Awards
Council on Environmental Quality
The White House
722 Jackson Place, N.W.
Washington, DC 20503

Dear Selection Committee:

This is in support of the Council of Great Lakes Governor's nomination of its new "Great Lakes Recycle" program for a President's Environment and Conservation Challenge Award. This program is an outstanding contribution to the nation's environmental quality.

We believe "Great Lakes Recycle" is an innovative use of joint state procurement power to stimulate markets for goods made from recycled materials and signal to manufactures that a stable and growing market for recycled products exist. It is already resulting in the largest ever multi-state purchase of recycled high-speed copy paper.

In a larger sense, "Great Lakes Recycle" shows that the governors of the eight states in the region understand that todays's environmental problems are too critical to be dealt with one nation at a time, and that leaders must join hands to achieve sustainable development on a global scale.

The Council of Great Lakes Governors deserves recognition of the highest order for its initiative.

Sincerely,

W. J. Brah

William J. Brah
President

bcc: Sheila Leahy
Anne Armstrong

35 East Wacker Drive
Suite 1870
Chicago, Illinois 60601
(312) 263-0785

77 Harbor Square
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The National Association of State Purchasing Officials

May 28, 1992

EXECUTIVE COMMITTEE

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P.O. Box 30026
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Mable Martin
Indiana

The President's Environment and
Conservation Challenge Awards
Council on Environmental Quality
the White House
722 Jackson Place, N.W.
Washington, DC 20503

Attention: Award References

Dear Sir or Madam:

On behalf of the National Association of State Purchasing Officials (NASPO), I want to express our support for and endorsement of the Council of Great Lakes Governors' "Great Lakes Recycle" program. This program represents a bold regional approach to promoting recycling that puts government into the role of market developer and participant, rather than the role of regulators.

The program, with Great Lakes Governors at the helm, sends a strong supportive signal to the state purchasing professionals and the business community that eight state governments will use their purchasing power to buy recycled products though joint cooperative development of specifications, joint solicitations and contracting. While the vast majority of states have passed mandatory legislation to purchase recycled paper, supplies and equipment, the strong support of the Governors sends a clear message to the business community the state has the highest level of commitment to do its part in improving the environment though purchasing environmentally viable products with a positive side benefit of solid waste reduction.

The Council of Great Lakes Governors' "Great Lakes Recycle" program elevates the visibility of State purchasing programs aimed at securing additional recycled products and makes the jobs of my colleagues and I easier. Perhaps the most critical problem in boosting recycling today is to provide real markets for recycled products. I sincerely believe this program is a strong and innovative multi-state approach which will serve as a model for the country.

recycled paper

** TOTAL PAGE.003 **

On behalf of NASPO, and particularly the Great Lakes States members, we are extremely pleased that the Great Lakes Governors have shared their vision and support to a most worthwhile program. I am certain that in the months ahead, this model will be duplicated by other regions of the county. The old adage, "imitation is the highest from of approval" will certainly apply to the "Great Lakes Recycle" program.

Sincerely,

William S. Warstler
NASPO President

cc: Executive Committee
Council of Great Lakes Governors

Application Summary

ID Number: I.063

Project: Innovative Source Reduction

Contact: Mr. Edward A. Fox
Procter & Gamble Company
6110 Center Hill Avenue
Cincinatti, OH 45224-

Telephone:
(513) 634-2376

Summary: Innovation in reducing the volume of material going to solid waste is a hallmark of Procter & Gamble's thrust in environmental quality. With the largest known Source Reduction program ever, it has eliminated .5% in the volume of the total U.S. waste stream. P&G has applied this innovation and high technology to use less material in its products and packages while at the same time delivering quality products. In partnership with retailers and consumers, P&G uses new concepts for source reduction to deliver striking new improvements for the environment.

NOTE: Some technical evaluators provided written opinions, based on their view of the criteria. The following is included for your background only.

Comments: Innovation, applicable and with substantial environmental impact.

Good overall program, but not specific innovation.

Use of refill and 2-in-1 products to reduce waste stream. Good support letters.

AWARD CRITERIA QUESTIONS (cont'd)

3. A. (continued)

The problems addressed by Procter & Gamble's program for Source Reduction are: (1) in the short-term, to reduce solid waste, and (2) in the long-term, to to benefit the environment by decreasing our demand on all natural resources, including air, water, land, atmosphere, as well as the more commonly discussed natural resources, for every product made.

There are other ways to approach the same objective, such as by Recycling, for which Procter & Gamble received a Citation in the President's Environment and Conservation Challenge Awards in 1991. Composting is another approach. But, Source Reduction is the most preferred solution because it treats the problem at the source --- before it is created. Source reduction is valued because of its "trickle-down" effect, i.e. it eliminates energy, transport, emissions, water usage, etc. which accompany the elimnation of material use.

There are no alternative solutions in Source Reduction that currently show a level of results (percent volume reduction in materials) that match anything as robust and significant as a 50 to 80% reduction, with no loss in product performance. Existing alternatives to Source Reduction abound in efforts to "lightweight" or use less material in the same package, or to simply replace one kind of package material with another. These alternatives tend to yield smaller reductions in volume and are often accompanied by a lower quality of product. In some cases, existing alternatives can still be used.

The P&G approach focuses first on re-design of the combined product and package to significantly increase the potential for Source Reduction. This means looking at the entire system of performance, not only the package.

4. Q. Can the technology, program, project, or service be replicated in an economically feasible manner?

A. Yes, the technology and the program to make this kind of Source Reduction can be replicated not only across all areas of the grocery goods business, but it can also be extended to durable goods, including houses, automobiles, furniture, clothing, appliances, hardware, utensils, office supplies, beds, and carpeting, as well as newspapers, and magazines. It takes re-looking and re-designing whole systems. While there may be capital costs involved, an important part of the innovation process is to adapt new products to the existing production facilities just as much as possible.

Where capital costs are involved, they can generally be offset by reduced cost of less material being purchased for manufacture. This reduction can be found in both product and package. At a production rate of 10 MM units per year, the money available for amortizing equipment, after sharing the reduced costs with the customers, are still significant.

5. Q. What are the measurable, net long-term environmental benefits or results of the technology, program, project, or service?

The program at Procter & Gamble has resulted in about 2.5 Million cu yd less material (crushed) going into the MSW stream. That is about 1/2% of 500 MM cubic yards of waste landfilled annually in the U.S. The same kind of source reduction can be replicated in all parts of durable AND non-durable industries, which is projected to a maximum reduction of 10% of all MSW. Although a very significant factor, this still points to the need to press forward with all other methods of waste management, after Source Reduction has contributed its maximum.

INNOVATIVE SOURCE REDUCTION
A Meaningful Improvement for the Environment

500-Word Overview

The Procter & Gamble Company

DESCRIPTION OF PROGRAM

A program to reduce the volume of material going into the stream of solid waste became a hallmark of Procter & Gamble's thrust in Environmental Quality beginning in 1988. This program directly addresses the issue of waste disposal by simply not creating a portion of solid waste that would need disposal. In a broader sense, its aim is to use resources better. Focusing on products and packages that make up solid waste, the program requires innovation and high technology that is applied to both product formulation and to package design. As benefits are thus maximized, using less material and less natural resources helps to improve the total environment, in the longer term. In the immediate present, it eliminates a significant part of the Municipal Solid Waste stream.

DISTINCTIVENESS AND INNOVATION

The distinctiveness in Procter & Gamble's approach to Source Reduction lies not in just changing the kind or amount of material used in a package, but requires high creativity in re-design of product AND package in its effort to optimize the reduction in materials used. For example, P&G formulates improved products that are smaller and more compact by 50% or more, and then changes the package design itself, using the minimum, most effective materials needed for the new product.

The key to success in re-formulating the product and re-designing the package is to create a new product that performs at least as well as the one replaced, and to be able to sell it at less cost. A partnership with retailers and consumers is vital in originating and finalizing these kinds of changes. Iterations in design are essential, i.e. to go back and confirm that the satisfactions of all customers are indeed being met. Using this process, two highly distinctive and innovative concepts in source reduction were developed within Procter & Gamble:

(1) CONCENTRATES, compacts, products with super performance, and 2-in-1 products, so that a smaller amount delivers at least the same result as previously.

(2) "REFILL" packages, designed as transport packages needed only to get products to the home, where they are placed in durable "parent" packages that may have desired dispensing features and need be purchased only once since they are used over and over. This permits reductions of 50 to 80% in materials.

QUANTIFIABLE RESULTS WITH PRODUCTS IN MARKET: EXAMPLES

PRODUCT	CONCENTRATE/COMPACT AND REFILL	CRUSHED VOLUME REDUCTION MILLION CU YD/YR
Powder Detergents (e.g. Tide)	40% Concentrate/ Reduced Package	1.29
Fabric Softeners (e.g. Downy)	80% Concentrate in Refill Pack	0.25
Liquid Detergent (e.g. Tide)	40% Concentrate in Refill Pack	0.25
Paper Diapers (e.g. Pampers)	50% Reduced Product and Package	1.39
	Total	3.18

Conservatively summing the crushed volume above, we say 2.5 Million cu yd/yr are eliminated. This is about equal to one half of 1% of all MSW, which is 500 Million cu/yd per year. Although significant, this still points to the need to work all other methods of waste management after Source Reduction.

AWARD CRITERIA QUESTIONS

1. Q. What is purpose of the technology, program, project, or service?

A. The purpose of this technology and program at Procter & Gamble is to reduce the amount of material going to solid waste through a process of more effective use of all natural resources. This must be done in meaningful ways that can be measured, just as well recommended by the Conservation Foundation of the World Wildlife Fund in its publication "Getting at the Source." It requires a complete program for examining all consumer goods to find opportunities for both products and packages to use much less material, while delivering the same or better quality and performance, as judged by the users. This is the first and most important step in the process of becoming capable of delivering all the goods that all the people of this world want, with an improved environment and with no waste of natural resources. Innovation is key.

2. Q. How is the technology, program, project, or service distinctive or innovative? What obstacles, environmentally or otherwise, does it overcome?

A. The technology and program described here are firstly distinctive and innovative because they had not been done before in broadscale commercial practice. The innovative program involves more than just "lightweighting" or less material in the same design. It involves more than just replacing one material with another. P&G does those things also, although common and generally capable of reducing materials by 10 to 20%. The program of this application at P&G involves basic re-design of packages so that desired performance can be delivered while using 50 to 80% less materials. That takes a good deal more innovation. It takes analyzing whole systems.

Procter & Gamble Company introduced distinctive and innovative concepts for formulating products that are now in concentrate or compact form so they deliver the result required while using 50 to 80% less material in product and package. In addition, the concept of "RE-FILL" products, where a "temporary" package is used to distribute a product which, after being taken to the home, is filled into a durable or permanent dispenser that is used over and over. These things are new to the grocery industry.

The most innovative step of all is taken when the CONCENTRATE or compact product is combined with a REFILL package, such as for fabric softeners and detergents, Downy and Tide, for example, to get the compounded effect of using less material.

The obstacle in all of this was to prevent loss of product quality when less volume of material is used. That requires more innovation. The customer must be pleased with the over-all effort in order to succeed.

3. Q. How is the technology, program, project, or service superior to other approaches? Does it offer a viable alternative to a problem for which no solutions previously existed?

A. Procter & Gamble's approach is superior to other attempts at reducing the use of materials because it brings the level of reduction averagely from 10 to 20% to that of 50 to 80%, with not only no loss of quality and performance in the product being delivered, but in some cases even an increase or gain in performance.

Application Form–1992

Please read the application form carefully and provide all information requested. Please type or print clearly. Supplementary pages should follow the format of this form as closely as possible. Incomplete applications will not be considered.

1. Select the Award category for which you are competing:
(Note: A program may be entered in only one category. See descriptions of categories in Question 6.)

(01) ___ Partnership
(02) ___ Environmental Quality Management
(03) X Innovation
(04) ___ Education and Communication

2. Name of the project or program described in this application:
INNOVATIVE SOURCE REDUCTION
A Meaningful Improvement for the Environment

3. Name of Award Applicant(s): *(Use separate sheet, if needed)*

__ Mr. __ Mrs. __ Ms. __ Miss X Dr.

Name: Deborah D. Anderson

Title: Vice President, Environmental Quality

Organization: The Procter & Gamble Company

Street: Two Procter Plaza

City: Cincinnati State: Ohio Zip: 45202

Telephone: (513) 983-6666 Fax: (513) 983-6312

4. Program contact who can answer questions regarding the application:

X Mr. __ Mrs. __ Ms. __ Miss __ Dr.

Name: Edward A. Fox

Title: Associate Director, Corporate Packaging

Organization: The Procter & Gamble Company

Street: 6110 Center Hill Avenue

City: Cincinnati State: Ohio Zip: 45224

Telephone: (513) 634-2376 Fax: (513) 634-5712

NOTE: The Selection Committee will rely heavily on Questions 5-6 in determining how well the application meets the award criteria.

5. Please attach a one-page (not to exceed 500 words) summary, suitable for publication, which provides a complete overview of the application. The one-page response should be clear, concise, and should emphasize quantifiable results or benefits of the program.

6. A-D: Please answer *only* the following Award criteria questions pertaining to the specific Award category for which you are applying. *(For example: Partnership category, answer questions A1-A5; EQM, B1-B7; Innovation, C1-C5; Education, D1-D5).*

Answers should be clear, concise and ***should emphasize quantifiable results or benefits*** of the program. Each answer to a sub-question should not exceed 100 words. Taken as a whole, all answers to criteria questions should not exceed two pages.

A. PARTNERSHIP: awarded to diverse organizations or groups that have fostered cooperative approaches to environmental needs at the local, regional, or national level.

1. Who are the partnership's members? What are their roles? What resources do they bring to the partnership?

2. What are the partnership's specific environmental or conservation objectives? Has a sustainable plan of concerted action for meeting these needs been established?

3. How is the partnership distinctive or innovative? What obstacles, environmental or otherwise, does it overcome?

4. What measurable environmental or conservation benefits has the partnership produced?

5. What aspects of the partnership can be modeled by others and transferred to other settings?

B. ENVIRONMENTAL QUALITY MANAGEMENT: awarded to organizations which have demonstrated that environmental values can be integrated into sound management decisions and objectives. *(Note: This category reflects broad-based organizational approaches. Special programs or projects may be more appropriate for entry in one of the other three award categories.)*

1. What are the organization's environmental policies and objectives?

2. How has the organization's top management demonstrated commitment to these policies and objectives? Do the policies demonstrate commitment beyond legal compliance?

3. What are the organization's environmental standards for its product(s) and operations? *(Explain how they go beyond legal constraints and how they relate to management control mechanisms.)*

4. How are these policies and objectives incorporated in the: *a) Day-to-day management of the organization; b) Organization's decision-making about research and development, long-range planning, capital, and operating budgets?*

5. How are these policies and objectives reflected in the organization's relationships with employees, customers, suppliers, and the general public?

6. What are the organization's control mechanisms that give decision makers objective data to measure continuous performance improvement toward its short- and long-term environmental objectives?

7. What quantifiable, sustained environmental quality results in products and processes have resulted from the organization's environmental approach?

C. INNOVATION—awarded to individuals, organizations and groups who have demonstrated exceptional creativity or pioneered new approaches in the development and/or execution of technologies, programs, projects, or services that are environmentally sound and economically sensible?

1. What is the purpose of the technology, program, project or service?

2. How is the technology, program, project, or service distinctive or innovative? What obstacles, environmentally or otherwise, does it overcome?

3. How is the technology, program, project, or service superior to other approaches? Does it offer a viable alternative to a problem for which no solutions previously existed?

4. Can the technology, program, project or service be replicated in an economically feasible manner?

5. What are the measurable, net long-term environmental benefits or results of the technology, program, project, or service?

D. EDUCATION AND COMMUNICATION—awarded to individuals, organizations, or groups which have developed educational or informational programs that inspire respect for the environment and raise the public's environmental literacy.

1. What is the program? What are its environmental or conservation objectives?

2. Who is the program's audience? How large is the audience? How is the program's effect on the audience determined?

3. What is original or distinctive about the program?

4. What are the measurable results or benefits produced by the program? How does the program promote the development of an environmental ethic and make a positive contribution to environmental awareness?

5. How can the program be used or modeled by others?

NOTE: The following questions are for informational purposes.

7. How long has the technology, program, project or service been operational?

3½ Years

8. Which of the following most accurately describes the applicant(s)? (Check more than one, if applicable.)

(01) X National Business or Industry
(02) ___ Regional or Local Business or Industry
(03) ___ National Nonprofit Organization or Foundation
(04) ___ Regional or Local Nonprofit Organization
(05) ___ Local or State Government/Government Agency
(06) ___ Educational Organization
(07) ___ Voluntary Civic Organization
(08) ___ Trade or Professional Society
(09) ___ Youth Organization
(10) ___ Labor Organization
(11) ___ Individual
(12) ___ Other (Please describe):_____

9. If business or industry, which of the following best describes the type of business or industry?

(01) ___ Agriculture/Forestry
(02) ___ Aerospace
(03) ___ Communications
(04) ___ Construction
(05) ___ Electronics/Computers
(06) ___ Energy
(07) ___ Engineering
(08) ___ Environmental Services
(09) ___ Financial Services/Insurance/Real Estate
(10) ___ Manufacturing—Chemical
(11) X Manufacturing—Other
(12) ___ Mining
(13) ___ Recreation
(14) ___ Trade—Wholesale
(15) ___ Transportation
(16) ___ Utilities—Electric, Gas or _____
(17) ___ Other (Please describe): Consumer Products

10. Which of the following most accurately describes the environmental program under consideration for an award? (Check more than one, if applicable.)

(01) ___ agriculture
(02) ___ air quality
(03) X conservation
(04) ___ education—general public
(05) ___ education—academic
(06) ___ energy
(07) X environmental quality management
(08) ___ forestry
(09) ___ hazardous waste remediation
(10) ___ international
(11) X natural resources

(12) ___ pollution control
(13) ___ recreation
(14) ___ recycling
(15) X solid waste
(16) X source reduction/pollution prevention
(17) ___ water quality
(18) ___ wetlands
(19) ___ wildlife and fish resources
(20) ___ Other (Please describe):_____

11. If applicable, list the sources of the program's support and the percentage of support provided, including grants and in-kind contributions of goods and services. *(Use separate sheet if needed).*

Source Company Resources % 100

Source _____ % _____

Source _____ % _____

12. Please estimate the cost to develop the program or project, including approximate value of in-kind contributions of goods and services: Environmental programs are such an integral part of our business that it is not $ possible to break this out.

13. If the project is ongoing, what is the annual cost?

$ None

14. Please indicate which of the following are the primary audiences, beneficiaries, or users of the program or service, and estimate how many persons are served: (Select up to 3 categories.)

Type	How Many People
(01) X Business or Industry	Thousands
(02) _ Trade or Professional Society	
(03) _ Government	
(04) _ Educational Organizations	
(05) _ Youth	
(06) _ Community or Public Interest Groups	
(07) _ Local Community or Local Public	
(08) X General Public	Millions
(09) X Employees - U.S.	60,000
(10) _ Customers or Clients	
(11) _ Other (Please describe): _____	

15. Has the program been honored with any other environmental or conservation awards in the past five years?

This program along with other environmental initiatives:
1) World Environmental Center, Gold Medal Award
2) Keep America Beautiful, Vision For America Award
3) Packaging Education Foundation, Packaging Leader of the Year Award

16. In one paragraph (not to exceed 50 words), **please summarize the program, its objectives and what it has accomplished.** Use space provided below. This paragraph should be suitable for use in a catalog, database or brochure.

Innovation in reducing the volume of material going to solid waste is a hallmark of Procter & Gamble's thrust in Environmental quality. It pervades all areas of the Company. The largest known Source Reduction program ever, it has eliminated one half of 1% in the volume of the total waste stream in the United States. The uniqueness of this result, in addition to its size, is that Procter & Gamble has applied innovation and high technology to use less material in its products and packages AND at the same time is delivering products of quality that are equal to or better than before. In partnership with retailers and consumers, P&G uses new concepts for source reduction to deliver striking new improvements for the environment.

17. Please include 3 one-page letters of recommendation attached to the application when it is submitted for consideration. Letters should be addressed: "Attention: Award References." References should have first-hand knowledge of the environmental program, service, or technology and should offer a candid evaluation of its success or effectiveness. References may also include users or beneficiaries of your program.

NOTE: Letters of recommendation must accompany the application when it is submitted to CEQ. Letters sent directly to CEQ will not be considered. Please list the references in the spaces below.

Name: Dr. James D. Idol

Title: Director, School of Packaging
Science and Engineering

Street: Rutgers University

City: Piscataway State: NJ Zip: 08855

Telephone: 908/932-3224 Fax: 908/932-5636

Name: Frances H. Irwin

Title: Director, Pollution Prevention
World Wildlife Fund

Street: 1250 Twenty-Fourth St. N.W.

City: Washington State: DC Zip: 20037

Telephone: 202/293-4800 Fax: 202/293-9211

Name: Ms. Cloann Russell

Title: Environmental Manager
Wal-Mart Stores, Inc.

Street: 702 W. 8th Street

City: Bentonville State: AR Zip: 72716

Telephone: 501/273-4000 Fax: _____

18. Please sign below to indicate that all applicants agree a) to abide by the rules and requirements of the awards competition, and b) that all information submitted is true and accurate to the best of their knowledge.

Signature: Edward Ostof Date: 5-22-92

Title: Associate Director Organization: Corporate Packaging

Telephone: 513/634-2376

How to Apply

Completed applications must be postmarked by May 22, 1992 and mailed to the:

The President's Environment and
Conservation Challenge Awards
Council on Environmental Quality
The White House
722 Jackson Place, NW
Washington, DC 20503

All information submitted with the application should be considered public information and becomes property of the President's Challenge Awards program.

Award recipients will be notified in Fall 1992. Recipients must be willing to assist the President's Challenge Awards program in making nonproprietary information about their environmental programs available to others who wish to replicate their success.

Application Format

Please submit one original and four photocopies of your application. You may include up to 10 pages of supporting materials. (NOTE: Photocopying both sides of a sheet of paper will be considered two-pages.) Any oversized items must be reduced to fit a standard 8.5" x 11" page format.

Supporting materials may include items such as brochures, photographs, press clippings, and graphs depicting the program's results. The materials may not be used as a substitute for written responses to Questions 5 and 6.

The order of pages in the submitted application should be as follows:

1. 4-page application (Questions 1-20)
2. 500-word overview summary (Question 5)
3. 2-page responses to criteria questions (Question 6)
4. 10 pages of supporting materials
5. 3 letters of recommendation (Question 17)

NOTE: The entire package should be stapled in the upper, left-hand corner. Any items sent over the 10-page limit of supporting materials will be disregarded and not reviewed by the technical evaluators and selection committee. Do not put the application or backup materials into a binder, notebook or plastic cover.

OMB Control No. 0331-0002, (Exp. 2/95): As required by the Paperwork Reduction Act, CEQ estimates that completion of this application will take 10 hours. Send comments regarding the collection of this information, including suggestions for reducing the paperwork burden, to CEQ and also to: Paperwork Reduction Project, Office of Management and Budget, Office of Information and Regulatory Affairs, 725 17th Street, NW, Washington, D.C., 20503

The Procter & Gamble Company 500-Word Overview

DESCRIPTION OF PROGRAM

A program to reduce the volume of material going into the stream of solid waste became a hallmark of Procter & Gamble's thrust in Environmental Quality beginning in 1988. This program directly addresses the issue of waste disposal by simply not creating a portion of solid waste that would need disposal. In a broader sense, its aim is to use resources better. Focusing on products and packages that make up solid waste, the program requires innovation and high technology that is applied to both product formulation and to package design. As benefits are thus maximized, using less material and less natural resources helps to improve the total environment, in the longer term. In the immediate present, it eliminates a significant part of the Municipal Solid Waste stream.

DISTINCTIVENESS AND INNOVATION

The distinctiveness in Procter & Gamble's approach to Source Reduction lies not in just changing the kind or amount of material used in a package, but requires high creativity in re-design of product AND package in its effort to optimize the reduction in materials used. For example, P&G formulates improved products that are smaller and more compact by 50% or more, and then changes the package design itself, using the minimum, most effective materials needed for the new product.

The key to success in re-formulating the product and re-designing the package is to create a new product that performs at least as well as the one replaced, and to be able to sell it at less cost. A partnership with retailers and consumers is vital in originating and finalizing these kinds of changes. Iterations in design are essential, i.e. to go back and confirm that the satisfactions of all customers are indeed being met. Using this process, two highly distinctive and innovative concepts in source reduction were developed within Procter & Gamble:

(1) CONCENTRATES, compacts, products with super performance, and 2-in-1 products, so that a smaller amount delivers at least the same result as previously.

(2) "REFILL" packages, designed as transport packages needed only to get products to the home, where they are placed in durable "parent" packages that may have desired dispensing features and need be purchased only once since they are used over and over. This permits reductions of 50 to 80% in materials.

QUANTIFIABLE RESULTS WITH PRODUCTS IN MARKET: EXAMPLES

PRODUCT	CONCENTRATE/COMPACT AND REFILL	CRUSHED VOLUME REDUCTION MILLION CU YD/YR
Powder Detergents (e.g. Tide)	40% Concentrate/ Reduced Package	1.29
Fabric Softeners (e.g. Downy)	80% Concentrate in Refill Pack	0.25
Liquid Detergent (e.g. Tide)	40% Concentrate in Refill Pack	0.25
Paper Diapers (e.g. Pampers)	50% Reduced Product and Package	1.39
	Total	3.18

Conservatively summing the crushed volume above, we say 2.5 Million cu yd/yr are eliminated. This is about equal to one half of 1% of all MSW, which is 500 Million cu/yd per year. Although significant, this still points to the need to work all other methods of waste management after Source Reduction.

AWARD CRITERIA QUESTIONS

1. Q. What is purpose of the technology, program, project, or service?

A. The purpose of this technology and program at Procter & Gamble is to reduce the amount of material going to solid waste through a process of more effective use of all natural resources. This must be done in meaningful ways that can be measured, just as well recommended by the Conservation Foundation of the World Wildlife Fund in its publication "Getting at the Source." It requires a complete program for examining all consumer goods to find opportunities for both products and packages to use much less material, while delivering the same or better quality and performance, as judged by the users. This is the first and most important step in the process of becoming capable of delivering all the goods that all the people of this world want, with an improved environment and with no waste of natural resources. Innovation is key.

2. Q. How is the technology, program, project, or service distinctive or innovative? What obstacles, environmentally or otherwise, does it overcome?

A. The technology and program described here are firstly distinctive and innovative because they had not been done before in broadscale commercial practice. The innovative program involves more than just "lightweighting" or less material in the same design. It involves more than just replacing one material with another. P&G does those things also, although common and generally capable of reducing materials by 10 to 20%. The program of this application at P&G involves basic re-design of packages so that desired performance can be delivered while using 50 to 80% less materials. That takes a good deal more innovation. It takes analyzing whole systems.

Procter & Gamble Company introduced distinctive and innovative concepts for formulating products that are now in concentrate or compact form so they deliver the result required while using 50 to 80% less material in product and package. In addition, the concept of "RE-FILL" products, where a "temporary" package is used to distribute a product which, after being taken to the home, is filled into a durable or permanent dispenser that is used over and over. These things are new to the grocery industry.

The most innovative step of all is taken when the CONCENTRATE or compact product is combined with a REFILL package, such as for fabric softeners and detergents, Downy and Tide, for example, to get the compounded effect of using less material.

The obstacle in all of this was to prevent loss of product quality when less volume of material is used. That requires more innovation. The customer must be pleased with the over-all effort in order to succeed.

3. Q. How is the technology, program, project, or service superior to other approaches? Does it offer a viable alternative to a problem for which no solutions previously existed?

A. Procter & Gamble's approach is superior to other attempts at reducing the use of materials because it brings the level of reduction averagely from 10 to 20% to that of 50 to 80%, with not only no loss of quality and performance in the product being delivered, but in some cases even an increase or gain in performance.

3. A. (continued)

The problems addressed by Procter & Gamble's program for Source Reduction are: (1) in the short-term, to reduce solid waste, and (2) in the long-term, to to benefit the environment by decreasing our demand on all natural resources, including air, water, land, atmosphere, as well as the more commonly discussed natural resources, for every product made.

There are other ways to approach the same objective, such as by Recycling, for which Procter & Gamble received a Citation in the President's Environment and Conservation Challenge Awards in 1991. Composting is another approach. But, Source Reduction is the most preferred solution because it treats the problem at the source --- before it is created. Source reduction is valued because of its "trickle-down" effect, i.e. it eliminates energy, transport, emissions, water usage, etc. which accompany the elimnation of material use.

There are no alternative solutions in Source Reduction that currently show a level of results (percent volume reduction in materials) that match anything as robust and significant as a 50 to 80% reduction, with no loss in product performance. Existing alternatives to Source Reduction abound in efforts to "lightweight" or use less material in the same package, or to simply replace one kind of package material with another. These alternatives tend to yield smaller reductions in volume and are often accompanied by a lower quality of product. In some cases, existing alternatives can still be used.

The P&G approach focuses first on re-design of the combined product and package to significantly increase the potential for Source Reduction. This means looking at the entire system of performance, not only the package.

4. Q. Can the technology, program, project, or service be replicated in an economically feasible manner?

A. Yes, the technology and the program to make this kind of Source Reduction can be replicated not only across all areas of the grocery goods business, but it can also be extended to durable goods, including houses, automobiles, furniture, clothing, appliances, hardware, utensils, office supplies, beds, and carpeting, as well as newspapers, and magazines. It takes re-looking and re-designing whole systems. While there may be capital costs involved, an important part of the innovation process is to adapt new products to the existing production facilities just as much as possible.

Where capital costs are involved, they can generally be offset by reduced cost of less material being purchased for manufacture. This reduction can be found in both product and package. At a production rate of 10 MM units per year, the money available for amortizing equipment, after sharing the reduced costs with the customers, are still significant.

5. Q. What are the measurable, net long-term environmental benefits or results of the technology, program, project, or service?

The program at Procter & Gamble has resulted in about 2.5 Million cu yd less material (crushed) going into the MSW stream. That is about 1/2% of 500 MM cubic yards of waste landfilled annually in the U.S. The same kind of source reduction can be replicated in all parts of durable AND non-durable industries, which is projected to a maximum reduction of 10% of all MSW. Although a very significant factor, this still points to the need to press forward with all other methods of waste management, after Source Reduction has contributed its maximum.

SECTION 5

LETTERS OF RECOMMENDATION

NEXT 3 PAGES

THE STATE UNIVERSITY OF NEW JERSEY
RUTGERS

Center for Packaging Science and Engineering
Busch Campus • Building 3529 • Piscataway • New Jersey 08855 • 908/932-3224 • FAX: 908/932-5636

May 14, 1992

The President's Environment and
Conservation Challenge Awards Program
The White House, Council of Environmental Quality
722 Jackson Place, NW
Washington, DC 20505
Attention: Awards References

Via Edward A. Fox
The Procter & Gamble Company
Cincinnati, Ohio 45224

This is to provide a letter of recommendation for an application being submitted by the Procter & Gamble Company for the President's Award for Innovation in the Environment and Conservation Challenges.

As Director of the School of Packaging Science & Engineering at Rutgers University, I am a teacher of package design. Against this background, I commend and applaud the broad program which the Procter & Gamble Company has so professionally demonstrated with the successful design and production of new kinds of packages with major environmental advantages. Procter & Gamble's thrust has been to re-design its products and packages so that they use minimum package materials. They have succeeded in this beyond expectations because they have looked at whole systems, including the product, not just the package.

Procter & Gamble has pioneered two distinctive and innovative ways to reduce the amount of material required for their packages. One has been their development of concentrated or compact products. The other has been their introduction of the "refill" concept in which minimum package design is used to get the product to the home, where the product is emptied into a permanent and durable dispenser that is well designed and used again and again. Each concept has applications now in production. They reduce the amount of package material by 50 to 80%, while delivering product performance that is no less than that previously provided, all of which is highly preferred by consumers.

These package design concepts from Procter & Gamble set outstanding examples of innovation in source reduction. The same methods can now be replicated in numerous other applications through the entire consumer goods industry. This is producing major advantages in reducing solid waste and in preserving the natural resources of this country, measured in millions of tons each year.

Sincerely,

James D. Idol

James D. Idol, Ph.D.
Director

JDI:cmc

WWF

May 21, 1992

President's Environment and
Conservation Challenge Awards
Council on Environmental Quality
The White House
772 Jackson Place, NW
Washington, D.C. 20503

Attention: Award References

This is a letter of reference for an application for the President's Environment and Conservation Challenge Award on behalf of the Procter & Gamble Company.

Ed Fox and Tom Rattray of Procter & Gamble Company actively participated in the Strategies for Source Reduction Steering Committee that guided the World Wildlife Fund & The Conservation Foundation project to identify opportunities to reduce municipal waste at the source. We are pleased that they have taken very seriously the message of the report that reduction at the source is the way to deal with "too much stuff".

The report, called *Getting at the Source: Strategies for Reducing Municipal Solid Waste*, urged that producers **change the design and packaging of the products** themselves in order to reduce the amount and toxicity of material used. Procter & Gamble's application for an award demonstrates their success in eliminating at the source more than a million tons of material that would have required siting more landfills. At the same time the company is demonstrating for others the potential for making products with reduced materials which help the environment and perform their function for consumers equally or better to those they replace.

Sincerely,

Frances H. Irwin

Frances H. Irwin
Director
Pollution Prevention Program

World Wildlife Fund
1250 Twenty-Fourth St., NW Washington, DC 20037-1175 USA
Tel: (202) 293-4800 Telex: 64505 PANDA FAX: (202) 293-9211
Incorporating The Conservation Foundation. Affiliated with World Wide Fund for Nature.

recycled paper

WAL-MART

WAL-MART STORES, INC. CORPORATE OFFICES
702 S.W. 8TH STREET
BENTONVILLE, AR 72716
PHONE (501) 273-4000

May 18, 1992

The President's Environment and Conservation Challenge
Awards Program
The White House, Council on Environmental Quality
722 Jackson Place NW
Washington, DC 20503
Attn: Edward Fox

On behalf of the Procter and Gamble Company, this letter of recommendation is provided to accompany their application in The President's Environment and Conservation Challenge for innovation in packages designed to improve environmental quality.

As a retailer in the United States, Wal-Mart is keenly aware of the complex needs for package design in goods, because we handle millions of packages in our stores every day. Customers tell us in very clear terms just what they think of our goods in the stores on every one of those days, and they register their votes at the checkout. The groundswell of customer opinion in the last four years has been strongly tied to a concern for the environment in all the goods we sell.

The Procter & Gamble Company has been an outstanding leader and a real partner in helping us respond to this customer expectation. Procter & Gamble's innovative response has been to re-design products and packages so that less materials are used to deliver the same product performance.

One of P&G's distinctive and innovative approaches to this has been the design and production of "refill" packs in which optimized design is used to get the product through the distribution system and into the homes, where the refill package is emptied into a more permanent dispenser kept in the home for continued re-use. Another innovative approach has been the design of concentrated or compact products that reduce the size. Both the design of concentrated or compact products that reduce the size. That of course, also already conserves natural resources and reduces solid waste.

We and our customers are more than excited with this thrust in design at Procter & Gamble. We're even more pleased to know that it can be repeated in numerous other applications throughout the industry. We commend the Procter & Gamble Company for their outstanding results in this innovative approach to product and package design for environmental benefit to all.

Very truly yours,

Cloann Russell

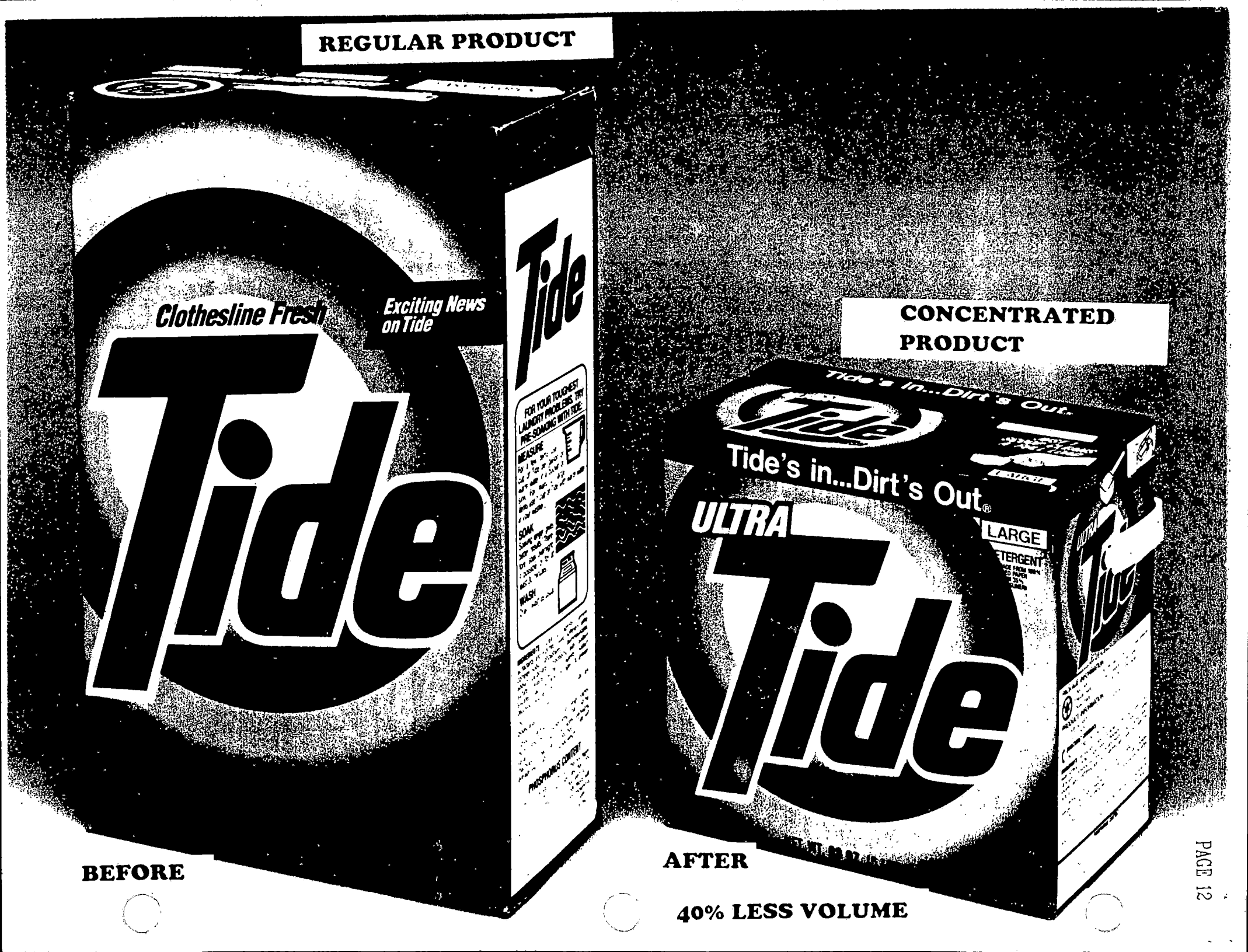
Cloann Russell
Environmental Marketing Manager

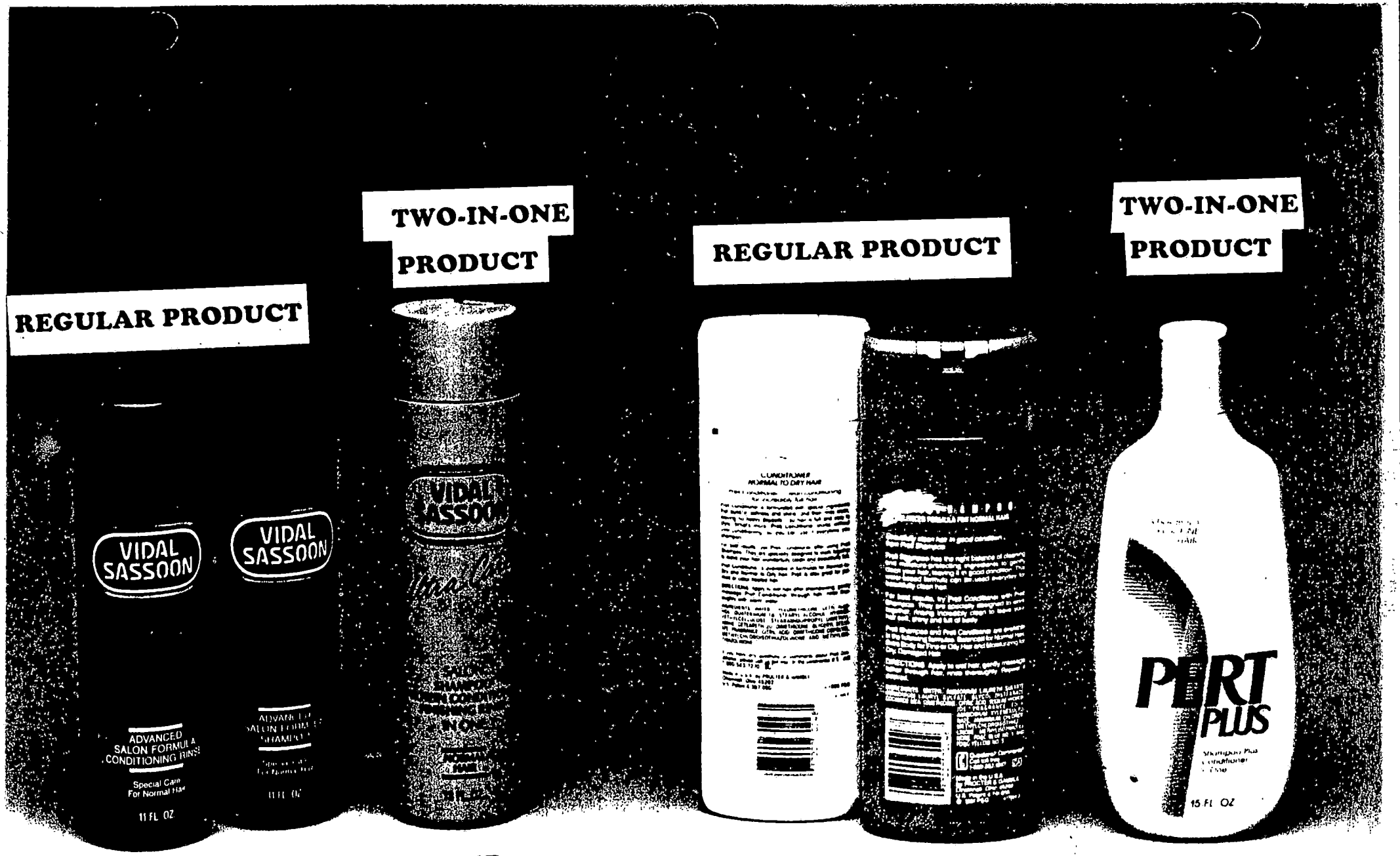
SECTION 4

SUPPORTING MATERIALS

NEXT 9 PAGES

8 PHOTOGRAPHS, BEFORE AND AFTER VOLUME CHANGE
1 CALCULATION OF VOLUME REDUCTION


REGULAR PRODUCT
Clothesline Fresh
Exciting News on Tide
Tide
Tide
FOR YOUR TOUGHEST LAUNDRY PROBLEMS, TRY PRE-SOAKING WITH TIDE.
MEASURE
SOAK
WASH
CONCENTRATED PRODUCT
Tide's in...Dirt's Out.
Tide
Tide's in...Dirt's Out®
ULTRA
Tide
LARGE
BEFORE
AFTER
40% LESS VOLUME

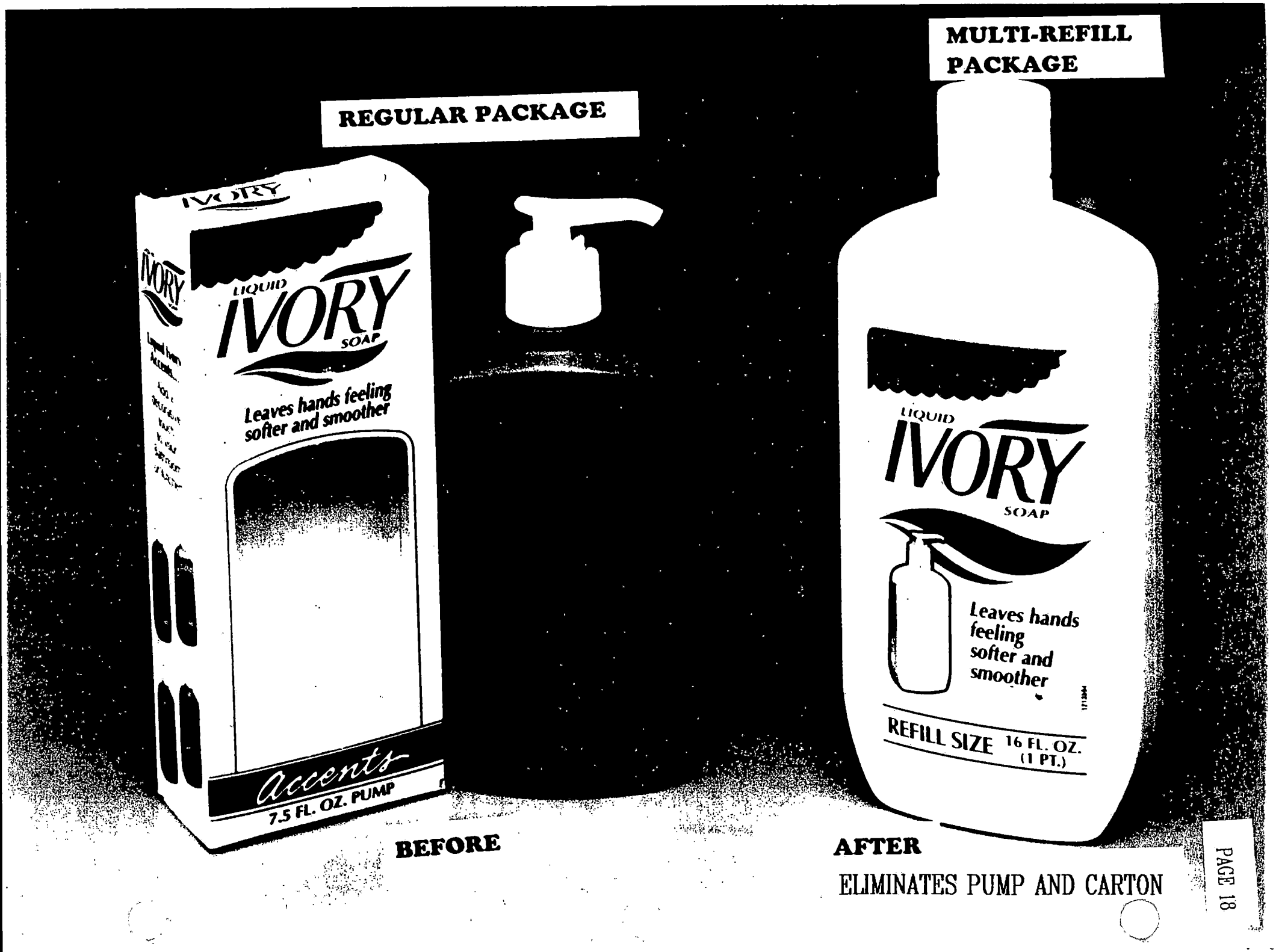


BEFORE **AFTER**

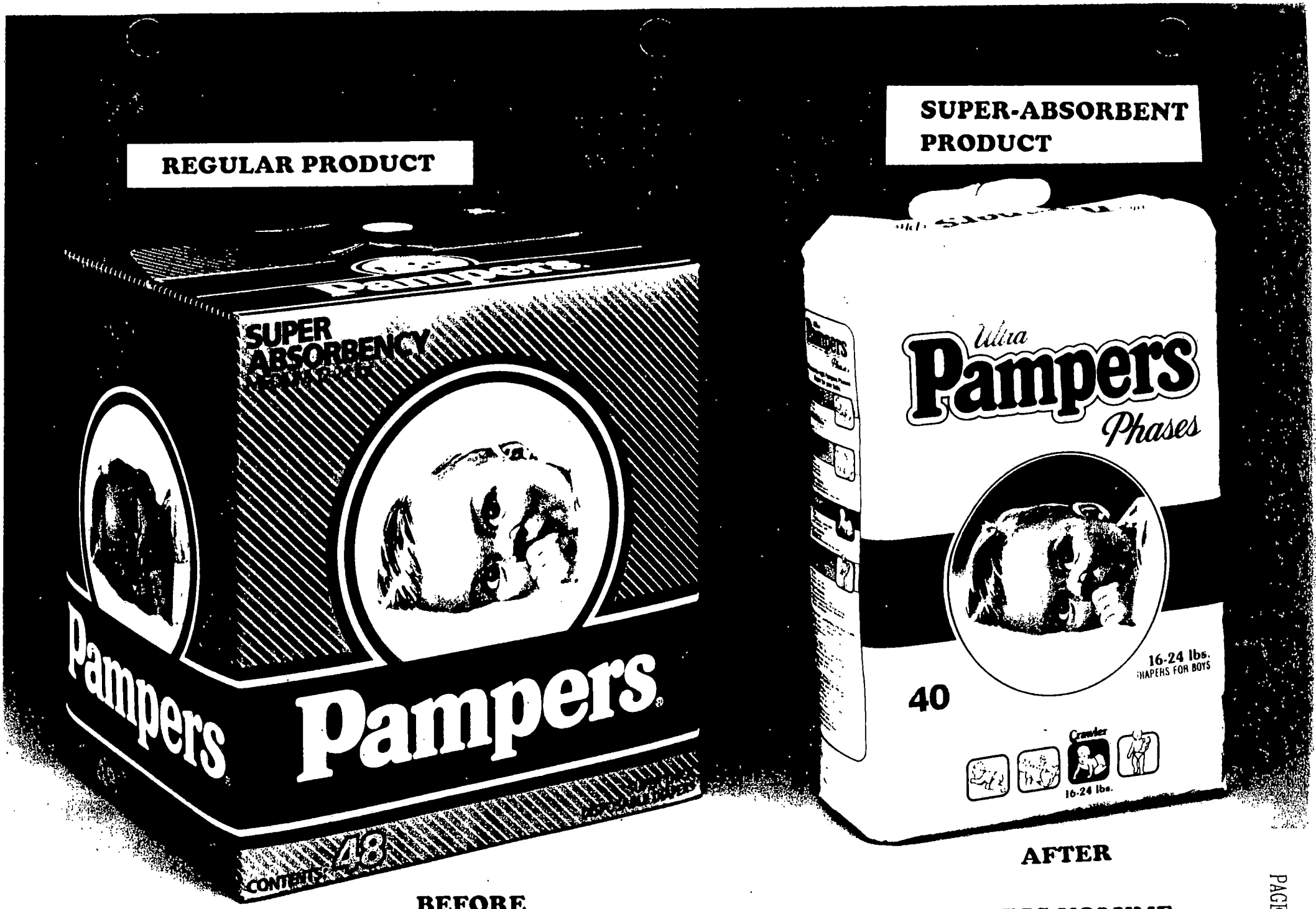
50% LESS VOLUME

BEFORE **AFTER**

50% LESS VOLUME



ELIMINATES PUMP AND CARTON

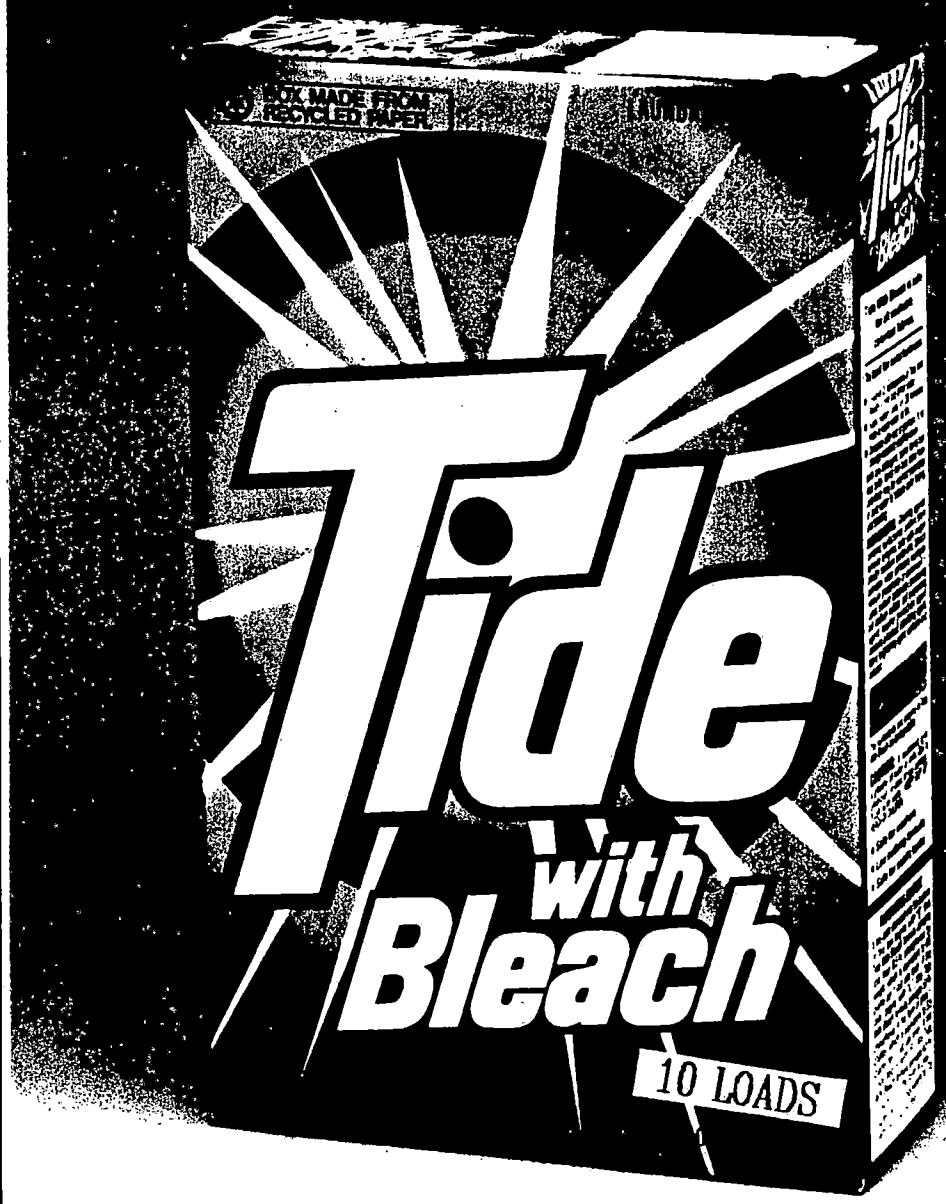


BEFORE

AFTER

50% LESS VOLUME

TWO-IN-ONE PRODUCT

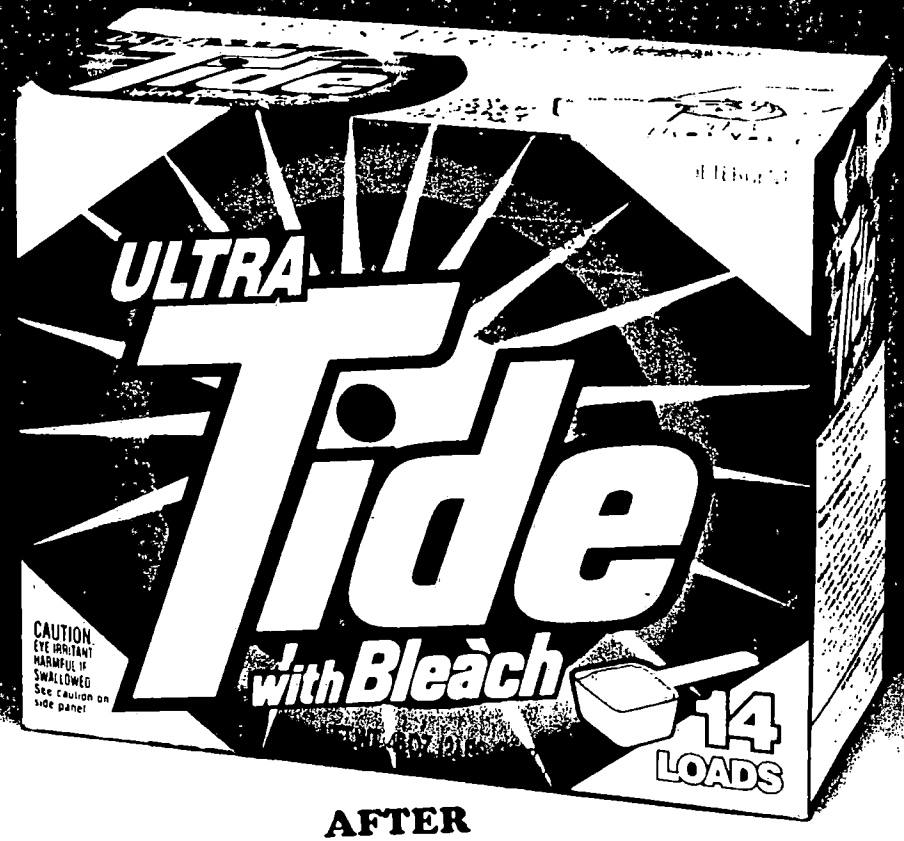


BEFORE

TWO-IN-ONE PRODUCT

COMPOUNDED WITH CONCENTRATE

CONCENTRATED PRODUCT



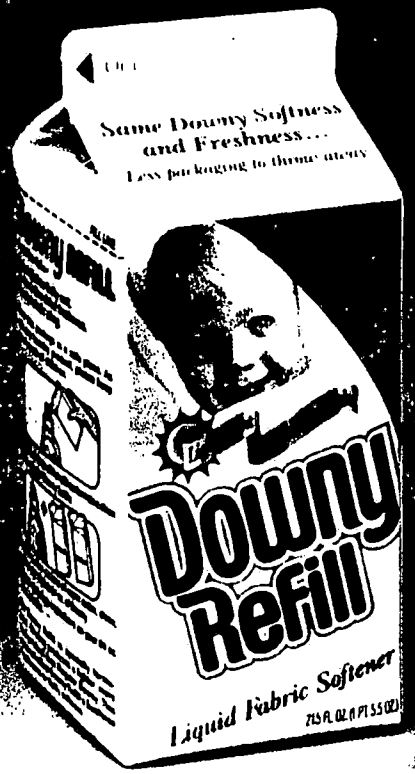
AFTER

70% LESS VOLUME

REGULAR PRODUCT

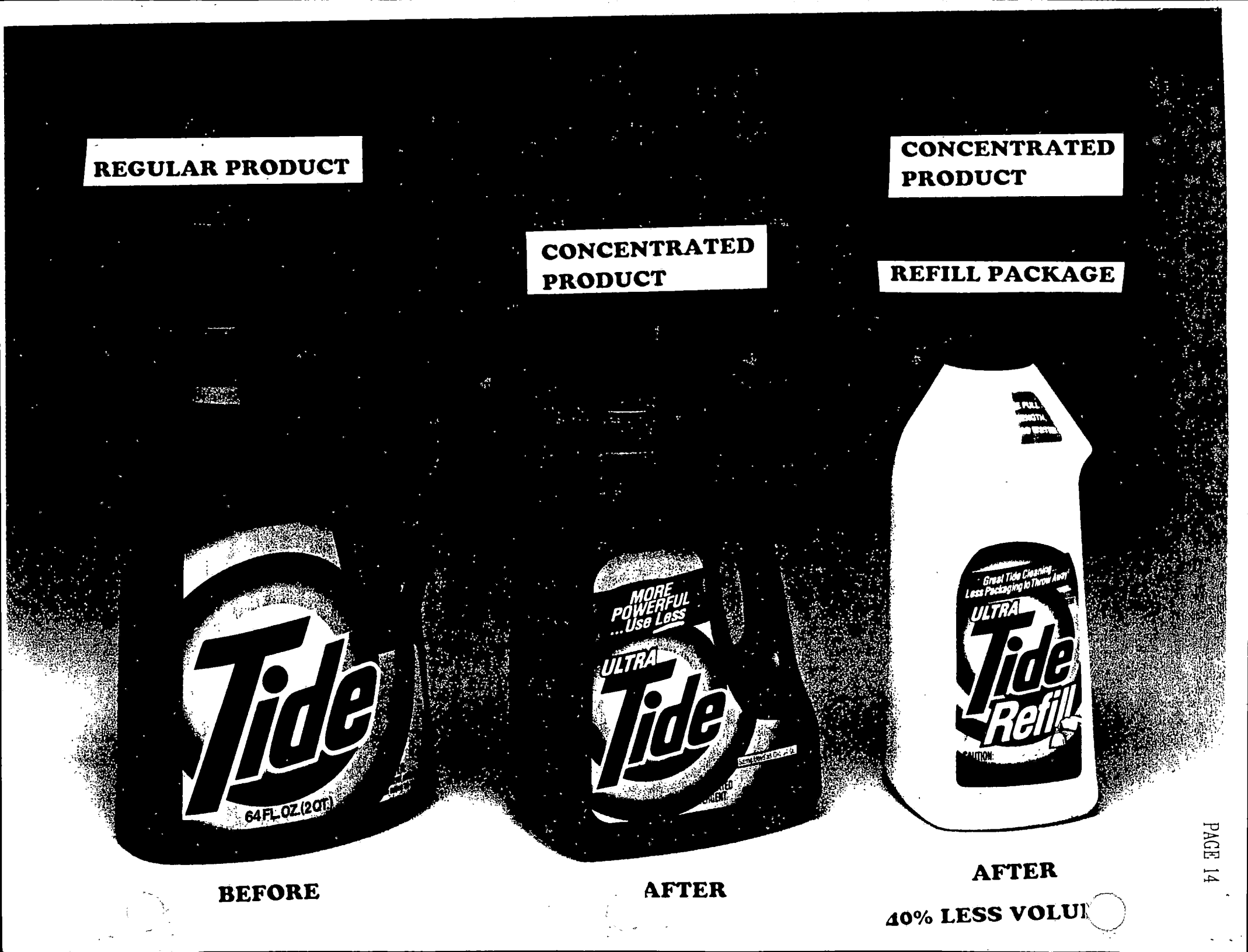
BEFORE

CONCENTRATED PRODUCT



AFTER

80% LESS VOLUME


REGULAR PRODUCT
CONCENTRATED PRODUCT
CONCENTRATED PRODUCT
REFILL PACKAGE
Tide
64 FL. OZ. (2 QT.)
MORE POWERFUL ...Use Less
ULTRA
Tide
Great Tide Cleaning Less Packaging to Throw Away!
ULTRA
Tide Refill
BEFORE
AFTER
AFTER
40% LESS VOLU

BEFORE

AFTER

30% LESS VOLUME

PRODUCTS OF PROCTER & GAMBLE	PRODUCT CHANGE	P&G TOTAL SHELF UNITS PRODUCED PER YEAR (MILLIONS)	PACKAGED PERCENT VOLUME REDUCTION NOMINAL	CU IN VOLUME REDUCTION PER SHELF PACKAGE	MILLIONS CU YD/YR REDUCTION TOTAL SHELF PACKAGES	CRUSHED VOLUME REDUCTION/YR MILLION CU YD (AVERAGE 50% FACTOR)
Powder Detergents	Concentrate	360 *	40%	334	2.57	1.29
Fabric Softeners	Concentrate/Refill	115 *	80%	200	0.50	0.25
Liquid Detergents	Concentrate/Refill	132 *	40%	180	0.51	0.25
Paper Diapers	Compact/Absorbent	130 * (40)	50%	1000	2.78	1.39
* Published Nielsen ScanTrack Data				Total	6.36	3.18

Notes: Average Density of Municipal Solid Waste = 783 lbs. cu yd. One ton of waste is 2.5 Cubic Yards, Franklin Associates, Report on Average Density of all Municipal Solid Waste in Landfills. Number of landfills in U.S. in 1991 = 5812 Bio-Cycle Magazine. Call this number 6000. Volume is used throughout this presentation because volume, not weight, fills up landfills.

1. Sample Calculations, Tide Powder Detergent Concentrate: (Shelf Volume)

   Volume reduction per box averages 695 cu in - 361 cu in = 334 cu in (meas) = -48%, say 40%
   Total Volume reduction = 334 x 360 MM = 120 MM cu in = 2.57 MM Cu Yd

2. Sample Calculations, Downy Fabric Softener Concentrate in Refill Carton: (Shelf Volume)

   Volume reduction per bottle averages 242 cu in - 42 cu in = 200 cu in (meas) = -83%, say 80%
   Total Volume reduction = 200 x 115 MM = 23 MM cu in = 0.50 MM Cu Yd

3. Sample Calculations, Liquid Detergents, Concentrate in Refill Bottle: (Shelf Volume)

   Volume reduction per bottle averages 240 cu in - 60 cu in = 180 cu in (meas) = -46%, say 40%
   Total Volume reduction = 180 x 132 MM = 23.8 MM cu in = 0.51 MM Cu Yd

4. Sample Calculations, Diapers from Regular to Ultra-Absorbent: (Shelf Volume)

   Volume reduction per box averages 50% across line, from box specifications
   Average cubic inch reduction per diaper = 25 cubic inches per diaper, from box specs
   Average number of diapers per box = 40
   Volume reduction per shelf box = 25 x 40 = 1000 cu in
   Total volume reduction = 1000 x 130 MM = 130 MM cu in = 2.78 Cu Yd

Calculated volume reduction above totals 6.36 MM cubic yards. Conservatively, it can be estimated that crushed volume, mixed with all other waste, is a maximum of 50% of initial volume for municipal waste, from shelf to landfill. Summing the reductions shown above downward, we call this 2.5 cu yds per year. A reduction of 2.5 Million cu yd/yr in crushed waste is equal to one half of 1% of all Municipal Solid Waste, which is approaching 500 Million cubic yards per year. Photographs of specific applications made by Procter & Gamble are illustrated as backup, pages 12 to 19, attached.

Application Summary

ID Number: P.026

Project: Florida Save Our Everglades Program

Contact: Mr. Estus D. Whitfield
Governor's Office of Planning and Budgeting
The Capitol
Tallahassee, FL 32399-0001

Telephone:
(904) 488-5551

Summary: The Florida Save Our Everglades program was created to preserve and restore the Everglades. The program objectives are: restore the Kissimmee River and Everglades National Park; and protect Lake Okeechobee, the Water Conservation Areas, the Big Cypress Swamp, the Florida panther and other endangered wildlife. Since the program's initiation, 290,000 acres of land have been acquired; landmark federal and state legislation has been passed; the President and U.S. Army Corps of Engineers have approved a restoration plan for the Kissimmee River; and 36 wildlife crossings/bridges have been constructed in the conversion of State Road 84 to Interstate Highway 75 (I-75) to protect endangered species and improve hydrology.

NOTE: Some technical evaluators provided written opinions, based on their view of the criteria. The following is included for your background only.

Comments: Impressive undertaking, but more of an example of innovative government action and leadership that a "partnership" across diverse groups.

Very significant and sustained (since 1983) effort that has achevied significant, measurable results: Acquisition of 290,000 acres, major environmental and wetlands restoration programs, accomplished projects to protect endangered species. Applicants should consider seeking industrial support.

5. **THE FLORIDA SAVE OUR EVERGLADES PROGRAM - SUMMARY:**
The Florida Everglades and its interrelated lakes, rivers, marshes, freshwater swamps, mangrove forests and coastal estuaries stretches from Orlando to Florida Bay, and from Ft. Myers to Ft. Lauderdale, covering an area of approximately 9,000 square miles on the South Florida peninsula. A sub-tropical climate, flat terrain, and some 60 inches of annual rainfall created a water-dependent ecological system in South Florida with a rich and productive species diversity, unique to the continental United States. The interrelated hydrological system, characterized by overland sheet flow of freshwater, is the only source of drinking water for Southeast Florida. More than one-hundred years of drainage and development have severely damaged the Everglades ecological system. Dredging, filling, and draining for agriculture, urban development, and flood control destroyed large portions of the historic Kissimmee River floodplain, the Everglades, and Big Cypress Swamp, with negative effects on water quality and supplies, fish and wildlife habitat and the quality of human life.

The Save Our Everglades program was initiated in August 1983. The goal of the program is to restore and preserve the Everglades so that by the year 2000 it will look and function more as it did in the year 1900. It is a strategic program with six primary objectives, which are: 1. Re-establish the natural values of the Kissimmee River; 2. Protect Lake Okeechobee; 3. Protect the Water Conservation Areas; 4. Protect the Big Cypress Swamp; 5. Restore Everglades National Park; and, 6. Protect the Florida Panther and other endangered wildlife.

The Save Our Everglades Program has achieved remarkable success. A $420 million, expansive restoration of the Kissimmee River has begun, with the support of President Bush and the Corps of Engineers. Legislation has been enacted by Congress adding 146,000 acres to the Big Cypress National Preserve and 107,600 acres to Everglades National Park. Two new National Wildlife Refuges have been created. To improve the quality of water in Lake Okeechobee, pollution control measures are being installed on all dairies north of Lake Okeechobee, and some 14,039 cows have been removed from the Lake's watershed. In converting State Road 84 to I-75 across the Everglades, hydrological improvements and wildlife underpasses have been constructed. Some 290,000 acres of land have been acquired for preservation and protection of the Everglades ecosystem. National, State and local environmental organizations, and the general public support the program. The environmental organizations have been instrumental in working with government agencies, the United States Congress and the Florida Legislature to enact programs and legislation to further the goals of the program.

6A. 1. The members of the partnership, their roles and contributions are as follows:

• State of Florida: • The Office of the Governor of Florida coordinates the program. Resources provided by the State include Legislative appropriations and ad valorem taxes levied by the South Florida Water Management District (SFWMD) for land acquisition, pollution control, dairy farm buyouts, and restoration research, planning and implementation. Florida invests over $300 million per year in the acquisition of environmental lands and appropriates $10 million for surface water cleanup. • The SFWMD, a sub-state regional agency, is responsible for implementing many of the objectives of the Save Our Everglades Program.

• Federal Agencies: • U.S. Army Corps of Engineers - provides funds appropriated by Congress for restoration planning, design and implementation; and, pursuant to the Flood Control Act of 1948, regulates water levels in portions of the Everglades. Under Section 1135 of the Water Resources Development Act, $17.3 million has been appropriated to the Corps for the restoration of the Kissimmee River. • National Park Service - provides funds and staff for land acquisition and restoration projects, manages Everglades National Park and the Big Cypress Preserve, and works with State, federal and local governments to protect and restore the Everglades National Park, Big Cypress National Preserve and the Preserve Addition. • Fish and Wildlife Service - manages the Loxahatchee, Florida Panther and Ten-Thousand Islands National Wildlife Refuges and protects endangered and threatened species.

• The Everglades Coalition: Twenty-two national and state conservation organizations have joined the coalition to support the program. It has advocated federal legislation and funding to accomplish the program objectives. The Coalition members have worked with Congress and the Administration for passage of the Big Cypress Addition Act, the Florida/Arizona Land Exchange Act and the Everglades National Park Expansion and Protection Act.

2. The Save Our Everglades Program was created to restore and preserve the Everglades so that by the year 2000, it will look and function more as it did in the year 1900. Objectives: 1. Re-establish the natural values of the Kissimmee River; 2. Protect Lake Okeechobee; 3. Protect the Water Conservation Areas; 4. Protect the Big Cypress Swamp; 5. Restore Everglades National Park; and, 6. Protect the Florida Panther and other endangered wildlife. The program has been planned to protect and restore the entire Everglades ecological system and has succeeded in generating strong State, federal and public support. Activities, accomplishments and needs of the program are reported to the

Florida Cabinet in the quarterly Everglades Status Report (most recent report attached as supporting information).

3. Innovative partnership: The Save Our Everglades program is unusual in the magnitude and scope of its goal and objectives, and in the approach to implementing those objectives. Consensus has been developed among the partners on the needs of the Everglades ecosystem and actions required to restore it. The program is structured to acquire large tracts of land necessary for the protection and restoration of the Everglades. Once these tracts are acquired, restoration and management plans are developed. Funding for the program is provided by South Florida Water Management District ad valorem tax revenues, State funds and federal funds. The Save Our Everglades Program will continue to be funded by a combination of sources. Corrective actions are taken to restore water flow whenever opportunities arise. For example, hydrological improvements and wildlife crossings have been constructed in the conversion of State Road 84 to I-75. The National Park Service, with State funding, has restored sheetflow in the Turner River Basin and other areas of the Big Cypress National Preserve. In a pilot program to demonstrate river restoration techniques, the SFWMD restored a section of the original Kissimmee River channel with assistance from the Corps of Engineers.

The Save Our Everglades Program has created a dynamic partnership to combat and reverse nearly 100 years of draining, dredging, filling and diking in the Everglades ecological system. The effects of these activities include the loss of six species of fish and 30,000 to 40,000 acres of wetlands from the Kissimmee River, adverse effects on the quality of water in Lake Okeechobee, and the over-drainage of Everglades marshes and wetlands.

4. Measurable benefits:

- Since August, 1983, approximately 290,000 acres of land in the Everglades region have been acquired by the State of Florida, federal agencies and the SFWMD.
- Three federal laws have been enacted by the Congress: The Big Cypress National Preserve Addition Act of 1988, the Florida/ Arizona Land Exchange Act of 1988, and the Everglades National Park Protection and Expansion Act of 1989.
- President Bush, the U.S. Office of Management and Budget and the Corps of Engineers have approved a restoration plan for the Kissimmee River. The Corps of Engineers has agreed to contribute fifty percent of the total costs, including land acquisition and construction.
- 36 bridges, bridge extensions and wildlife crossings have been constructed on I-75. Waterflow has been restored to more than

3,500 acres of land south of the highway (a conservative estimate). The Florida Department of Transportation has documented the use of wildlife crossings by the endangered Florida panther and other species, such as the Florida black bear, American alligator and bobcat. Six more wildlife crossings are planned for State Road 29, a north-south road forming part of the western border of the Big Cypress National Preserve.

- The Florida Preservation 2000 Act, passed in 1990 has significantly increased the State acquisition of lands in the Everglades region.
- The Florida Surface Water Improvement and Management Act has provided funding for the protection and restoration of surface waters, such as Lake Okeechobee and the Water Conservation Areas.
- Two Governor and Cabinet resolutions and 5 Executive Orders have implemented, supported and encouraged the Save Our Everglades program (see page 19, Everglades Status Report).
- Of 49 dairies within the Lake Okeechobee watershed, 19 have been relocated, 14,039 cows have been removed from the basin, and the 30 dairies remaining have constructed pollution control and treatment systems.

5. Program model: Lessons learned from the Save Our Everglades program are being used in Florida to protect other ecosystems. Key elements of the program are: 1. A comprehensive, strategic ecosystems approach; 2. Strong leadership and policy direction by the Governor through creation of task forces; 3. Participation of appropriate agencies, and private economic and citizen interests; and 4. Frequent reports to the Governor and Cabinet, members of Congress, federal agencies and citizens. The Econlockhatchee, Suwannee and Wekiva river initiatives and the Lake Jackson program are examples of the use of this program approach.

Application Form–1992

Please read the application form carefully and provide all information requested. Please type or print clearly. Supplementary pages should follow the format of this form as closely as possible. Incomplete applications will not be considered.

1. Select the Award category for which you are competing:
(Note: A program may be entered in only one category. See descriptions of categories in Question 6.)

(01) X Partnership
(02) ___ Environmental Quality Management
(03) ___ Innovation
(04) ___ Education and Communication

2. Name of the project or program described in this application:

The Florida Save Our Everglades Program

3. Name of Award Applicant(s): *(Use separate sheet, if needed)*

X Mr. __ Mrs. __ Ms. __ Miss __ Dr.

Name: Honorable Lawton Chiles

Title: Governor

Organization: State of Florida

Street: The Capitol

City: Tallahassee State: FL Zip: 32399-0001

Telephone: (904)488-2272 Fax: (904)922-4292

4. Program contact who can answer questions regarding the application:

X Mr. __ Mrs. __ Ms. __ Miss __ Dr.

Name: Estus D. Whitfield

Title: Policy Coordinator, Environmental Policy/Community and Economic Development Unit

Organization: Governor's Office of Planning and Budgeting

Street: The Capitol

City: Tallahassee State: FL Zip: 32399-0001

Telephone: (904)488-5551 Fax: (904)922-6200

NOTE: The Selection Committee will rely heavily on Questions 5-6 in determining how well the application meets the award criteria.

5. Please attach a one-page (not to exceed 500 words) summary, suitable for publication, which provides a complete overview of the application. The one-page response should be clear, concise, and should emphasize quantifiable results or benefits of the program.

6. A-D: Please answer *only* the following Award criteria questions pertaining to the specific Award category for which you are applying. *(For example: Partnership category, answer questions A1-A5; EQM, B1-B7; Innovation, C1-C5; Education, D1-D5).*

Answers should be clear, concise and ***should emphasize quantifiable results or benefits*** of the program. Each answer to a sub-question should not exceed 100 words. Taken as a whole, all answers to criteria questions should not exceed two pages.

A. PARTNERSHIP: awarded to diverse organizations or groups that have fostered cooperative approaches to environmental needs at the local, regional, or national level.

1. Who are the partnership's members? What are their roles? What resources do they bring to the partnership?

2. What are the partnership's specific environmental or conservation objectives? Has a sustainable plan of concerted action for meeting these needs been established?

3. How is the partnership distinctive or innovative? What obstacles, environmental or otherwise, does it overcome?

4. What measurable environmental or conservation benefits has the partnership produced?

5. What aspects of the partnership can be modeled by others and transferred to other settings?

B. ENVIRONMENTAL QUALITY MANAGEMENT: awarded to organizations which have demonstrated that environmental values can be integrated into sound management decisions and objectives. ***(Note: This category reflects broad-based organizational approaches. Special programs or projects may be more appropriate for entry in one of the other three award categories.)***

1. What are the organization's environmental policies and objectives?

2. How has the organization's top management demonstrated commitment to these policies and objectives? Do the policies demonstrate commitment beyond legal compliance?

3. What are the organization's environmental standards for its product(s) and operations? *(Explain how they go beyond legal constraints and how they relate to management control mechanisms.)*

4. How are these policies and objectives incorporated in the: *a) Day-to-day management of the organization; b) Organization's decision-making about research and development, long-range planning, capital, and operating budgets?*

5. How are these policies and objectives reflected in the organization's relationships with employees, customers, suppliers, and the general public?

6. What are the organization's control mechanisms that give decision makers objective data to measure continuous performance improvement toward its short- and long-term environmental objectives?

7. What quantifiable, sustained environmental quality results in products and processes have resulted from the organization's environmental approach?

C. INNOVATION—awarded to individuals, organizations and groups who have demonstrated exceptional creativity or pioneered new approaches in the development and/or execution of technologies, programs, projects, or services that are environmentally sound and economically sensible?

1. What is the purpose of the technology, program, project or service?

2. How is the technology, program, project, or service distinctive or innovative? What obstacles, environmentally or otherwise, does it overcome?

3. How is the technology, program, project, or service superior to other approaches? Does it offer a viable alternative to a problem for which no solutions previously existed?

4. Can the technology, program, project or service be replicated in an economically feasible manner?

5. What are the measurable, net long-term environmental benefits or results of the technology, program, project, or service?

D. EDUCATION AND COMMUNICATION—awarded to individuals, organizations, or groups which have developed educational or informational programs that inspire respect for the environment and raise the public's environmental literacy.

1. What is the program? What are its environmental or conservation objectives?

2. Who is the program's audience? How large is the audience? How is the program's effect on the audience determined?

3. What is original or distinctive about the program?

4. What are the measurable results or benefits produced by the program? How does the program promote the development of an environmental ethic and make a positive contribution to environmental awareness?

5. How can the program be used or modeled by others?

NOTE: The following questions are for informational purposes.

7. How long has the technology, program, project or service been operational?

Eight years

8. Which of the following most accurately describes the applicant(s)? (Check more than one, if applicable.)

(01) ___ National Business or Industry
(02) ___ Regional or Local Business or Industry
(03) ___ National Nonprofit Organization or Foundation
(04) ___ Regional or Local Nonprofit Organization
(05) X Local or State Government/Government Agency
(06) ___ Educational Organization
(07) ___ Voluntary Civic Organization
(08) ___ Trade or Professional Society
(09) ___ Youth Organization
(10) ___ Labor Organization
(11) ___ Individual
(12) ___ Other (Please describe):_____

9. If business or industry, which of the following best describes the type of business or industry?

(01) ___ Agriculture/Forestry
(02) ___ Aerospace
(03) ___ Communications
(04) ___ Construction
(05) ___ Electronics/Computers
(06) ___ Energy
(07) ___ Engineering
(08) ___ Environmental Services
(09) ___ Financial Services/Insurance/Real Estate
(10) ___ Manufacturing—Chemical
(11) ___ Manufacturing—Other
(12) ___ Mining
(13) ___ Recreation
(14) ___ Trade—Wholesale
(15) ___ Transportation
(16) ___ Utilities—Electric, Gas or _____
(17) ___ Other (Please describe): _____

10. Which of the following most accurately describes the environmental program under consideration for an award? (Check more than one, if applicable.)

(01) ___ agriculture
(02) ___ air quality
(03) X conservation
(04) ___ education—general public
(05) ___ education—academic
(06) ___ energy
(07) ___ environmental quality management
(08) ___ forestry
(09) ___ hazardous waste remediation
(10) ___ international
(11) X natural resources

(12) ___ pollution control
(13) X recreation
(14) ___ recycling
(15) ___ solid waste
(16) ___ source reduction/pollution prevention
(17) X water quality
(18) X wetlands
(19) X wildlife and fish resources
(20) X Other (Please describe): Ecosystems restoration

11. If applicable, list the sources of the program's support and the percentage of support provided, including grants and in-kind contributions of goods and services. *(Use separate sheet if needed).*

Source State of Florida % 50

Source Federal Government % 40

Source Everglades Coalition % 10

12. Please estimate the cost to develop the program or project, including approximate value of in-kind contributions of goods and services:

$ 163.3 million

13. If the project is ongoing, what is the annual cost?

23.3 million (estimated)

14. Please indicate which of the following are the primary audiences, beneficiaries, or users of the program or service, and estimate how many persons are served: (Select up to 3 categories.)

Type	How Many People
(01) __ Business or Industry	
(02) __ Trade or Professional Society	
(03) __ Government	
(04) __ Educational Organizations	
(05) __ Youth	
(06) __ Community or Public Interest Groups	
(07) __ Local Community or Local Public	
(08) X General Public	13.5 million
(09) __ Employees	
(10) __ Customers or Clients	
(11) __ Other (Please describe):	

15. Has the program been honored with any other environmental or conservation awards in the past five years? Yes

1990: National Parks and Conservation Association Conservationist of the Year Award was presented to Governor Bob Martinez for the Save Our Everglades Program

16. In one paragraph (not to exceed 50 words), please **summarize the program, its objectives and what it has accomplished.** Use space provided below. This paragraph should be suitable for use in a catalog, database or brochure.

The Florida Save Our Everglades Program was created to preserve and restore the Everglades. The program objectives are: restore the Kissimmee River and Everglades National Park; and protect Lake Okeechobee, the Water Conservation Areas, the Big Cypress Swamp, the Florida panther and other endangered wildlife. Since the program's initiation, 290,000 acres of land have been acquired; landmark federal and state legislation has been passed; the President and the U.S. Army Corps of Engineers have approved a restoration plan for the Kissimmee River; and 36 wildlife crossings/bridges have been constructed in the conversion of State Road 84 to Interstate Highway 75 (I-75) to protect endangered species and improve hydrology.

17. Please include 3 one-page letters of recommendation attached to the application when it is submitted for consideration. Letters should be addressed: "Attention: Award References." References should have first-hand knowledge of the environmental program, service, or technology and should offer a candid evaluation of its success or effectiveness. References may also include users or beneficiaries of your program.

NOTE: Letters of recommendation must accompany the application when it is submitted to CEQ. Letters sent directly to CEQ will not be considered. Please list the references in the spaces below.

Name: Steven J. Parcells

Title: Chairman, The Everglades Coalition

Street: 666 Pennsylvania Avenue, S.E.

City: Washington State: D.C. Zip: 20003

Telephone: (202)547-9009 Fax: (202)547-9022

Name: Nathaniel Pryor Reed

Title: President, 1000 Friends of Florida

Street: Post Office Box 375

City: Hobe Sound State: FL Zip: 33475

Telephone: (407)546-2666 Fax: (407)546-5019

Name: Nancy Brown

Title: President, Friends of the Everglades

Street: 9220 S.W. 166 Street

City: Miami State: FL Zip: 33157

Telephone: (305)235-8591 Fax: (305)888-1230

18. Please sign below to indicate that all applicants agree a) to abide by the rules and requirements of the awards competition, and b) that all information submitted is true and accurate to the best of their knowledge.

Signature: [signature] Date: 5/22/92

Title: Governor Organization: State of Florida

Telephone: (904)488-2272

How to Apply

Completed applications must be postmarked by May 22, 1992 and mailed to the:

The President's Environment and
Conservation Challenge Awards
Council on Environmental Quality
The White House
722 Jackson Place, NW
Washington, DC 20503

All information submitted with the application should be considered public information and becomes property of the President's Challenge Awards program.

Award recipients will be notified in Fall 1992. Recipients must be willing to assist the President's Challenge Awards program in making nonproprietary information about their environmental programs available to others who wish to replicate their success.

Application Format

Please submit one original and four photocopies of your application. You may include up to 10 pages of supporting materials. (NOTE: Photocopying both sides of a sheet of paper will be considered two-pages.) Any oversized items must be reduced to fit a standard 8.5" x 11" page format.

Supporting materials may include items such as brochures, photographs, press clippings, and graphs depicting the program's results. The materials may not be used as a substitute for written responses to Questions 5 and 6.

The order of pages in the submitted application should be as follows:

1. 4-page application (Questions 1-20)
2. 500-word overview summary (Question 5)
3. 2-page responses to criteria questions (Question 6)
4. 10 pages of supporting materials
5. 3 letters of recommendation (Question 17)

NOTE: The entire package should be stapled in the upper, left-hand corner. Any items sent over the 10-page limit of supporting materials will be disregarded and not reviewed by the technical evaluators and selection committee. Do not put the application or backup materials into a binder, notebook or plastic cover.

OMB Control No. 0331-0002, (Exp. 2/95): As required by the Paperwork Reduction Act, CEQ estimates that completion of this application will take 10 hours. Send comments regarding the collection of this information, including suggestions for reducing the paperwork burden, to CEQ and also to: Paperwork Reduction Project, Office of Management and Budget, Office of Information and Regulatory Affairs, 725 17th Street, NW, Washington, D.C., 20503

5. **THE FLORIDA SAVE OUR EVERGLADES PROGRAM - SUMMARY:**
The Florida Everglades and its interrelated lakes, rivers, marshes, freshwater swamps, mangrove forests and coastal estuaries stretches from Orlando to Florida Bay, and from Ft. Myers to Ft. Lauderdale, covering an area of approximately 9,000 square miles on the South Florida peninsula. A sub-tropical climate, flat terrain, and some 60 inches of annual rainfall created a water-dependent ecological system in South Florida with a rich and productive species diversity, unique to the continental United States. The interrelated hydrological system, characterized by overland sheet flow of freshwater, is the only source of drinking water for Southeast Florida. More than one-hundred years of drainage and development have severely damaged the Everglades ecological system. Dredging, filling, and draining for agriculture, urban development, and flood control destroyed large portions of the historic Kissimmee River floodplain, the Everglades, and Big Cypress Swamp, with negative effects on water quality and supplies, fish and wildlife habitat and the quality of human life.

The Save Our Everglades program was initiated in August 1983. The goal of the program is to restore and preserve the Everglades so that by the year 2000 it will look and function more as it did in the year 1900. It is a strategic program with six primary objectives, which are: 1. Re-establish the natural values of the Kissimmee River; 2. Protect Lake Okeechobee; 3. Protect the Water Conservation Areas; 4. Protect the Big Cypress Swamp; 5. Restore Everglades National Park; and, 6. Protect the Florida Panther and other endangered wildlife.

The Save Our Everglades Program has achieved remarkable success. A $420 million, expansive restoration of the Kissimmee River has begun, with the support of President Bush and the Corps of Engineers. Legislation has been enacted by Congress adding 146,000 acres to the Big Cypress National Preserve and 107,600 acres to Everglades National Park. Two new National Wildlife Refuges have been created. To improve the quality of water in Lake Okeechobee, pollution control measures are being installed on all dairies north of Lake Okeechobee, and some 14,039 cows have been removed from the Lake's watershed. In converting State Road 84 to I-75 across the Everglades, hydrological improvements and wildlife underpasses have been constructed. Some 290,000 acres of land have been acquired for preservation and protection of the Everglades ecosystem. National, State and local environmental organizations, and the general public support the program. The environmental organizations have been instrumental in working with government agencies, the United States Congress and the Florida Legislature to enact programs and legislation to further the goals of the program.

6A. 1. The members of the partnership, their roles and contributions are as follows:

• State of Florida: • The Office of the Governor of Florida coordinates the program. Resources provided by the State include Legislative appropriations and ad valorem taxes levied by the South Florida Water Management District (SFWMD) for land acquisition, pollution control, dairy farm buyouts, and restoration research, planning and implementation. Florida invests over $300 million per year in the acquisition of environmental lands and appropriates $10 million for surface water cleanup. • The SFWMD, a sub-state regional agency, is responsible for implementing many of the objectives of the Save Our Everglades Program.

• Federal Agencies: • U.S. Army Corps of Engineers - provides funds appropriated by Congress for restoration planning, design and implementation; and, pursuant to the Flood Control Act of 1948, regulates water levels in portions of the Everglades. Under Section 1135 of the Water Resources Development Act, $17.3 million has been appropriated to the Corps for the restoration of the Kissimmee River. • National Park Service - provides funds and staff for land acquisition and restoration projects, manages Everglades National Park and the Big Cypress Preserve, and works with State, federal and local governments to protect and restore the Everglades National Park, Big Cypress National Preserve and the Preserve Addition. • Fish and Wildlife Service - manages the Loxahatchee, Florida Panther and Ten-Thousand Islands National Wildlife Refuges and protects endangered and threatened species.

• The Everglades Coalition: Twenty-two national and state conservation organizations have joined the coalition to support the program. It has advocated federal legislation and funding to accomplish the program objectives. The Coalition members have worked with Congress and the Administration for passage of the Big Cypress Addition Act, the Florida/Arizona Land Exchange Act and the Everglades National Park Expansion and Protection Act.

2. The Save Our Everglades Program was created to restore and preserve the Everglades so that by the year 2000, it will look and function more as it did in the year 1900. Objectives: 1. Re-establish the natural values of the Kissimmee River; 2. Protect Lake Okeechobee; 3. Protect the Water Conservation Areas; 4. Protect the Big Cypress Swamp; 5. Restore Everglades National Park; and, 6. Protect the Florida Panther and other endangered wildlife. The program has been planned to protect and restore the entire Everglades ecological system and has succeeded in generating strong State, federal and public support. Activities, accomplishments and needs of the program are reported to the

Florida Cabinet in the quarterly Everglades Status Report (most recent report attached as supporting information).

3. Innovative partnership: The Save Our Everglades program is unusual in the magnitude and scope of its goal and objectives, and in the approach to implementing those objectives. Consensus has been developed among the partners on the needs of the Everglades ecosystem and actions required to restore it. The program is structured to acquire large tracts of land necessary for the protection and restoration of the Everglades. Once these tracts are acquired, restoration and management plans are developed. Funding for the program is provided by South Florida Water Management District ad valorem tax revenues, State funds and federal funds. The Save Our Everglades Program will continue to be funded by a combination of sources. Corrective actions are taken to restore water flow whenever opportunities arise. For example, hydrological improvements and wildlife crossings have been constructed in the conversion of State Road 84 to I-75. The National Park Service, with State funding, has restored sheetflow in the Turner River Basin and other areas of the Big Cypress National Preserve. In a pilot program to demonstrate river restoration techniques, the SFWMD restored a section of the original Kissimmee River channel with assistance from the Corps of Engineers.

The Save Our Everglades Program has created a dynamic partnership to combat and reverse nearly 100 years of draining, dredging, filling and diking in the Everglades ecological system. The effects of these activities include the loss of six species of fish and 30,000 to 40,000 acres of wetlands from the Kissimmee River, adverse effects on the quality of water in Lake Okeechobee, and the over-drainage of Everglades marshes and wetlands.

4. Measurable benefits:

- Since August, 1983, approximately 290,000 acres of land in the Everglades region have been acquired by the State of Florida, federal agencies and the SFWMD.
- Three federal laws have been enacted by the Congress: The Big Cypress National Preserve Addition Act of 1988, the Florida/ Arizona Land Exchange Act of 1988, and the Everglades National Park Protection and Expansion Act of 1989.
- President Bush, the U.S. Office of Management and Budget and the Corps of Engineers have approved a restoration plan for the Kissimmee River. The Corps of Engineers has agreed to contribute fifty percent of the total costs, including land acquisition and construction.
- 36 bridges, bridge extensions and wildlife crossings have been constructed on I-75. Waterflow has been restored to more than

3,500 acres of land south of the highway (a conservative estimate). The Florida Department of Transportation has documented the use of wildlife crossings by the endangered Florida panther and other species, such as the Florida black bear, American alligator and bobcat. Six more wildlife crossings are planned for State Road 29, a north-south road forming part of the western border of the Big Cypress National Preserve.

- The Florida Preservation 2000 Act, passed in 1990 has significantly increased the State acquisition of lands in the Everglades region.
- The Florida Surface Water Improvement and Management Act has provided funding for the protection and restoration of surface waters, such as Lake Okeechobee and the Water Conservation Areas.
- Two Governor and Cabinet resolutions and 5 Executive Orders have implemented, supported and encouraged the Save Our Everglades program (see page 19, Everglades Status Report).
- Of 49 dairies within the Lake Okeechobee watershed, 19 have been relocated, 14,039 cows have been removed from the basin, and the 30 dairies remaining have constructed pollution control and treatment systems.

5. Program model: Lessons learned from the Save Our Everglades program are being used in Florida to protect other ecosystems. Key elements of the program are: 1. A comprehensive, strategic ecosystems approach; 2. Strong leadership and policy direction by the Governor through creation of task forces; 3. Participation of appropriate agencies, and private economic and citizen interests; and 4. Frequent reports to the Governor and Cabinet, members of Congress, federal agencies and citizens. The Econlockhatchee, Suwannee and Wekiva river initiatives and the Lake Jackson program are examples of the use of this program approach.

A

Status Report

By the

Office

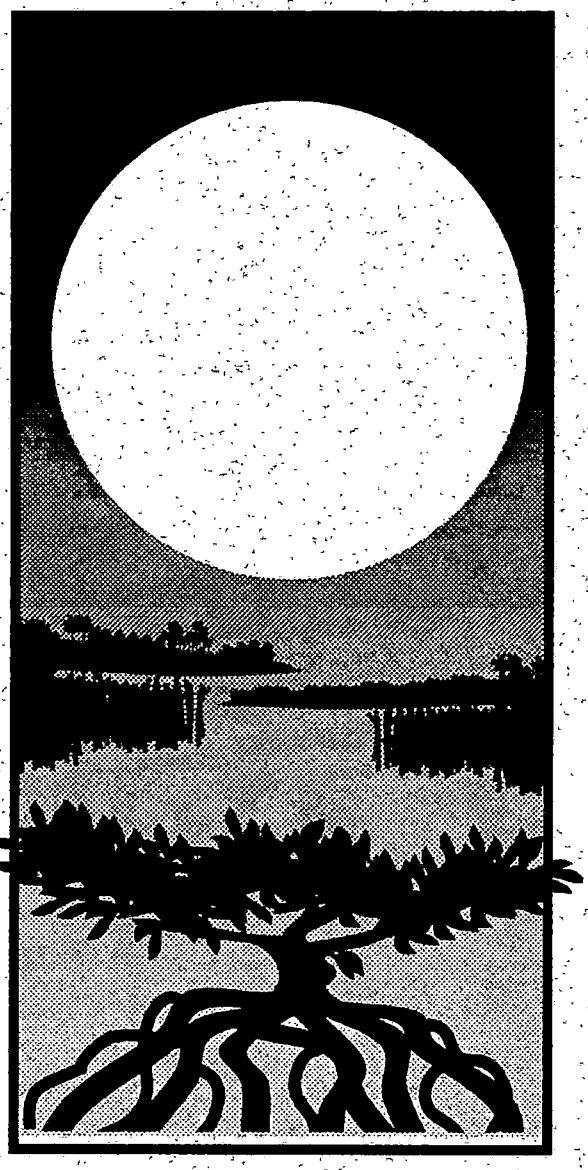
of

Governor

Lawton Chiles

■

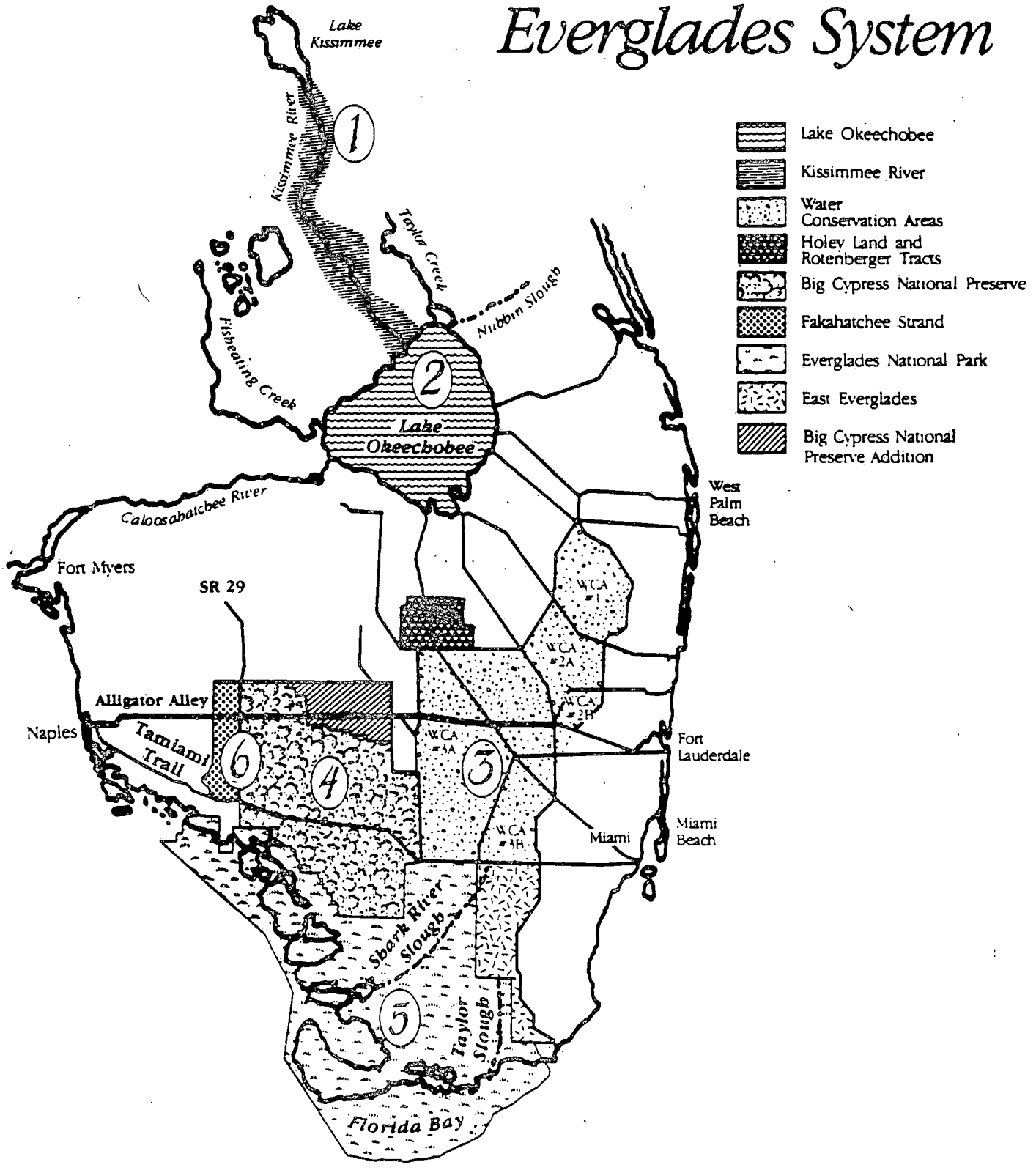
April 30, 1992



SAVE OUR EVERGLADES

Figure 1

Kissimmee River – Lake Okeechobee – Everglades System



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SAVE OUR EVERGLADES STATUS REPORT

APRIL 30, 1992

INTRODUCTION:

This is a report on the status of the Save Our Everglades Program for the period January 25 to April 30, 1992. It summarizes the activities and accomplishments during the period and anticipated activities for the next 90 days.

I. RE-ESTABLISH THE VALUES OF THE KISSIMMEE RIVER

BACKGROUND: The Kissimmee chain of lakes, which begins a few miles south of Orlando, is the northern-most part of the Kissimmee River-Lake Okeechobee-Everglades ecological system. From the southern-most and largest of the lakes, Lake Kissimmee (58 square miles), flows the Kissimmee River. The Kissimmee River is the primary tributary to Lake Okeechobee and, historically, provided thirty-five to forty percent of the lake's water.

Beginning in 1961 and ending in 1971, the 103 mile-long river was channelized into a 56 mile-long canal. Channelization of the river dramatically altered the hydrology and ecology of the Kissimmee basin, including an eleven-fold increase in the rate at which water recedes from the river valley, a 90 percent reduction in the number of waterfowl and the loss of six species of freshwater fish.

Efforts to restore the Kissimmee River began shortly after completion of the project. A 1989 study by the University of California, Berkeley determined that filling in the middle section of the canal would restore a considerable amount of the natural river. Backfilling of 29 miles of the canal would restore 56 miles of historic river channel, recreate about 29,000 acres of wetlands and 50 square miles of floodplain ecological system, and provide habitat for 300 species of plants and animals, including 3 endangered species (bald eagle, Everglades kite, and wood stork).

The cost of restoring the Kissimmee River has been estimated by the United States Army Corps of Engineers (Corps) at $426.8 million. Revitalization of the headwaters is estimated at an additional $91.2 million. The total estimated cost to complete the project is $518 million. The State has requested that the federal government assist in restoring the river.

A. Activities and Accomplishments During the Period:

1. On February 13, the South Florida Water Management District (SFWMD) Governing Board agreed to criteria for the restoration project that would eliminate the need to buy or flood any homes south of U.S. Highway 98 and to backfill the canal south of water control structure 65-D near River Acres.

2. On March 5, 1992, Governor Lawton Chiles met with Nancy Dorn, Assistant Secretary of the Army for Public Works, regarding cost sharing for the Kissimmee River Restoration. Assistant Secretary Dorn expressed support by the Corps of Engineers, President Bush and the Office of Management and Budget to contribute fifty percent of the total costs, including land acquisition and construction. Governor Chiles said that "Mrs. Dorn's statement of strong support for the Kissimmee Restoration was profound - a tremendous breakthrough in the 20-year-old effort to give the upper reaches of the Everglades ecosystem back to nature."

3. On March 10, the Corps Board of Engineers for Rivers and Harbors recommended approval of the lower Kissimmee River basin environmental

restoration plan. The Corps' restoration plan is a modified version of the Level II Backfilling plan proposed by the SFWMD. The Corps plan includes the following: • Backfilling 29 miles of the existing manmade canal • Excavating 11.6 miles of new river channel to replicate the original river • Constructing a bypass weir and channel at the Lake Kissimmee outlet to the Kissimmee River • Shallowing and constructing weirs in the Lake Kissimmee outlet channel reach • Constructing containment levees to protect existing developments • Building new bridge crossings at U.S. 98 and the CSX Railroad • Building new weirs in Pool E • Removing three navigation locks, water control structures and levees, and • Installing navigation channel markers.

4. On April 4, Assistant Secretary Dorn forwarded the Chief of Engineers Report on the Kissimmee River Restoration to the United States Congress with a recommendation for authorization of the project.

5. On April 30, the U.S. Senate Environment and Public Works Committee approved an authorization bill for the Water Resources Development Act of 1992. The Senate committee included language authorizing the Kissimmee River Restoration and Headwaters Revitalization projects.

6. The Corps of Engineers is preparing a detailed design report on the Kissimmee Headwaters Revitalization project pursuant to Section 1135, Water Resources Development Act. Upon approval, the report will include sufficient detail to enable timely preparation of design drawings and specifications. The Corps is also proceeding with design work and preparation of a General Design Memorandum for the Lower Kissimmee Basin project.

7. No lands were purchased by the SFWMD in the Kissimmee River floodplain during the period. Some 28,997 acres have been acquired - approximately 28,003 remain to be purchased.

B. Activities and Needs for the Next 90 Days:

1. Congress should reach a decision on the authorization of the Kissimmee restoration by August or September, 1992.

2. The SFWMD is working with the Florida Department of Natural Resources (DNR) to provide information on each Kissimmee land purchase in compliance with the requirements of the Governor and Cabinet.

3. Approval of the Headwaters Revitalization report by Corps headquarters is expected in late 1994.

II. PROTECT LAKE OKEECHOBEE

BACKGROUND: Lake Okeechobee is the largest freshwater lake in the United States south of the Great Lakes. It is the backup source of drinking water for the lower east coast urban areas of south Florida and directly supplies water to several cities around the lake. In times of drought, water from the lake is used to recharge the Biscayne Aquifer, the sole source of drinking water for the 4.5 million people in southern Palm Beach, Broward, Dade, and Monroe counties. The lake also provides irrigation water for sugar cane, winter vegetables, sod and rice grown in the Everglades Agricultural Area (EAA) south of the lake.

Lake Okeechobee's water quality has shown signs of deterioration over the past decade, primarily due to phosphorus and other nutrients entering the lake from dairy farms and urban areas located north of the lake. Emergency backpumping of agricultural runoff from the EAA is, at times, another source of pollution to the lake. Regulation of the lake's water level has also been cited as a problem for the lake ecosystem.

A. Activities and Accomplishments During the Period:

1. The level of water in Lake Okeechobee is currently 15.1 feet with a total storage capacity of 2,160,000 acre feet of water. South Florida has continued to receive near normal rainfall. In response to improving water conditions, the SFWMD Governing Board lifted water use restrictions in March and released water from the lake into Water Conservation Area 3. This movement of water from the lake to the Everglades was to help prevent damage to downstream estuaries that could result from lake regulatory releases anticipated for later this year.

2. Total phosphorus loading to Lake Okeechobee from October 1991 through February 1992 was 67 metric tons. Phosphorus concentrations for the S-191, S-154 and C-38 (Kissimmee River) basins are still above the 0.18 milligrams per liter (mg/L) target level. During the past year, concentrations have declined at S-191 and S-154 water control structures but have increased slightly in C-38. Algal chlorophyll samples, collected in February, indicated bloom conditions existed at only one site located on the lake's western shoreline.

3. Of the 49 dairy farms located in the Okeechobee basin before implementation of the Florida Department of Environmental Regulation (DER) Dairy Rule, 18 are in the Dairy Buyout program. One additional dairy has been purchased under the SFWMD Save Our Rivers program. As of March 1992, 17 of the 18 dairies have ceased operation and have moved their herds. Owners of 15 dairies have been paid as a result of the buyout program. The last herd should be moved by June 1992. A total of 14,039 cows have been relocated at a State cost of $8,451,478. Of that amount, the SFWMD paid $4,139,468. No future funding requests for this program are anticipated.

4. The remaining 30 dairies are in the DER Dairy Rule Best Management Practices (BMP) program. BMP construction is complete at 28 dairies. Twenty-three of the

dairies have applied for DER Operating Permits. Seven of those have been issued operating permits. BMP construction is currently underway at two farms.

5. The SFWMD has been monitoring phosphorus concentrations at the off-site discharge points of the dairy farms in the BMP program. Discharges observed at 16 of the 30 dairies showed total phosphorus concentrations ranging from 0.02 mg/L to 2.82 mg/L for February 1992. The BMPs have helped reduce phosphorus concentrations discharged from some dairies. In areas where cows have been removed from the basins, off-site discharge concentrations are lower, with many farms showing reductions greater than the 1.2 mg/L total phosphorus target.

Although the dairy buyout and BMP programs have resulted in reduced phosphorus levels at the farms, there has not been a corresponding decrease at the inflow points to the lake. More time may be required for the ecosystem to respond to reduced phosphorus concentrations. Earlier BMP programs conducted within the Taylor Creek/Nubbin Slough Basins demonstrated that 4-5 years were required between the implementation of BMPs and the measurement of significant phosphorus reductions.

6. The SFWMD Works-of-the-District permit program was initiated in November 1989. Since January 1990, 451 permits have been issued for 11 Lake Okeechobee area basins. Of this total, 414 are individual permits, and 37 are general permits.

7. In February 1992, the SFWMD approved a Lake Okeechobee Works of the District permit for the Everglades Agricultural Area (EAA) Chapter 298 Drainage Districts. The permit incorporates a water quality monitoring program, phosphorus credits for implementation of BMPs, removal of feed lots, and credits for municipal treatment plants converting from surface discharge of wastewater to deep well injection in the cities of Belle Glade, Pahokee, and South Bay.

B. Activities and Needs for the Next 90 Days:

1. The SFWMD is preparing an update of the Lake Okeechobee SWIM plan to be presented to the Governing Board in June 1992. The final draft is scheduled for submittal to DER by September 1992.

2. Two computer model contracts currently underway (the Watershed Phosphorus Transport and Lake Okeechobee Agricultural Decisions Support System models) should produce preliminary results by September 1992.

3. The SFWMD will meet with the Corps in June to discuss the environmental and economic study and Lake Okeechobee water regulation schedule (15.5 to 17.5 feet) recommended by the SFWMD Governing Board in December. The Corps has not yet approved this schedule.

III. PROTECT THE WATER CONSERVATION AREAS

BACKGROUND: The Water Conservation Areas (WCAs) are an integral component of the Everglades and the water supply for southeast Florida. The 860,160 acre WCAs comprise the majority of the Everglades. Along with the east coast canal system, the WCAs help recharge wellfields and prevent saltwater intrusion into the Biscayne Aquifer. The levees along the east side of the WCAs prevent flood damage to urban southeast Florida. The WCAs provide approximately fifty percent of the water for the eastern portion of Everglades National Park.

The WCAs are rich in fish and wildlife resources. The Florida panther, Everglades kite, wood stork, American alligator, and white-tailed deer are only a few of the notable species that inhabit the WCAs.

A. Activities and Accomplishments During the Period:

1. Current water levels in the WCAs are as follows:
WCA-1: 14.9 feet; WCA-2: 11.1 feet, and WCA-3: 8.8 feet above mean sea level. These levels are near the average dry-season levels, a condition much better than recent drought years. Because of higher than normal levels in Lake Okeechobee and the potential for flooding in the EAA, the SFWMD began regulatory releases from WCAs 1 and 2 in March. In mid-March, Everglades kite nests were found in WCAs 1 and 2. To protect the nests, the Corps requested the SFWMD to maintain higher water levels in the two areas. Water supply releases were made to Broward County from WCA-2 during the month. Water levels in WCA-3 have been declining as the dry season has progressed.

2. On February 11, Governor Chiles and Lieutenant Governor MacKay met with Greer Tidwell, U.S. Environmental Protection Agency (EPA) Southeastern Regional Administrator, who presented a draft of EPA's South Florida Initiative. The Initiative, which has since been finalized, contains numerous measures intended to improve the environment of South Florida, including mercury research and hydrological studies.

An agreement was reached at the February meeting to create a select committee to continue to discuss South Florida issues. The committee will initially consist of Lt. Governor MacKay, Greer Tidwell and Brigadier General Stanley G. Genega, Southeastern Division Engineer, U.S. Army Corps of Engineers. James W. Coleman Jr., Southeastern Regional Director, National Park Service, and James Pulliam, Southeastern Regional Director, U.S. Fish and Wildlife Service, will also be invited to participate.

3. On February 24, Judge William Hoeveler approved the Everglades lawsuit settlement agreement. The Western Palm Beach County Farm Bureau, Inc. filed an appeal of Judge Hoeveler's order in the U.S. Circuit Court of Appeals, Eleventh Circuit.

4. On March 12, the SFWMD Governing Board adopted the Everglades SWIM plan. Challenges to the SWIM Plan were subsequently filed by the Florida Sugar Cane League, the Sugar Cane Growers Co-operative and the Florida Fruit and Vegetable Association. The challenges were petitions requesting hearings pursuant to section 120.57(1), Florida Statutes.

5. On April 9, the Florida Sugar Cane League offered an alternative to the Everglades SWIM plan. This plan proposes the removal of 125 tons of the 200 tons of phosphorus from Everglades Agricultural Area waters discharged to the Water Conservation Areas each year. The proposed plan is estimated to cost one-fourth of the estimated cost of the Everglades SWIM plan.

6. The SFWMD Governing Board adopted a resolution to review and consider alternatives that achieve the same restoration goals as in the lawsuit settlement agreement and the SWIM plan. In addition, the Board requested that the alternative plan be evaluated by the Scientific Advisory Group for the Everglades (SAGE).

7. The SFWMD has completed a conceptual design for four Stormwater Treatment Areas (STAs) within the Everglades Agricultural Area and is selecting a contractor to prepare a General Design Memorandum for the STAs. The District is also conducting an Economic Impact Statement for the Everglades SWIM plan.

8. No land was acquired in the WCAs during the period. Some 799,287 acres have been acquired to date and 65,513 acres remain to be acquired.

9. No lands were acquired in the Rotenberger Tract during the period. To date, about 19,821 acres have been acquired in the tract. An estimated 9,349 acres remain to be purchased. The Land Acquisition Advisory Council approved the 1992 Conservation and Recreation Lands Program (CARL) priority list in December. The Rotenberger tract was ranked number 64 on the list, which will enable the Department of Natural Resources to continue to purchase these lands.

10. In January, the Governor and Cabinet approved the extension of State-owned land leases in the EAA through June 30, 1993, for those leases expiring prior to that date. At the January meeting, the Governor and Cabinet also authorized the sale of the 2,720 acre Closter Farms parcel through a competitive bidding process. On April 21, a Governor and Cabinet workshop was held on the State-owned land leases in the EAA.

11. The SFWMD Governing Board has created two advisory groups to evaluate and make recommendations on the Everglades SWIM plan, the settlement agreement and implementation of the Marjory Stoneman Douglas Act. These groups are: the Scientific Advisory Group for the Everglades and the Everglades Restoration Funding Council. The two groups met during February, March and April.

B. Activities and Needs for the Next 90 Days:

1. The initial meeting of the committee on the South Florida Initiative with Florida, EPA and the Corps, will be held on May 26 or 29 in Tallahassee. Governor Chiles, Lt. Governor MacKay, Greer Tidwell and General Genega plan to attend.

2. The challenge to the Everglades lawsuit settlement agreement by the West Palm Beach Farm Bureau has not yet been scheduled for hearing in the Eleventh Circuit Court of Appeals.

3. In May, the SFWMD Governing Board will decide whether to forward the Everglades SWIM plan challenges by agricultural interests to the Division of Administrative Hearings for the initiation of proceedings under Chapter 120, Florida Statutes.

4. The Everglades SWIM plan Economic Impact Statement is expected to be completed by July.

5. The Scientific Advisory Group for the Everglades (SAGE) expects to have completed its evaluation of the Florida Sugar Cane League alternative plan by mid-summer and is expected to make a presentation to the SFWMD Governing Board on the merits of the plan in July or August.

6. In May, the SFWMD Governing Board will consider the adoption of Phase II of the EAA Regulatory Program administrative rule. Upon adoption of the final rule, the SFWMD will re-submit permit applications to the Florida Department of Environmental Regulation for the operation of the water control structures in the Everglades.

7. **NEED:** Restoration of the Rotenberger Tract is an integral component of the Save Our Everglades program. Restoration will improve the ecology of the tract and at the same time improve the quality of water flowing into WCA-3 (Everglades). The DNR needs to proceed with acquiring the 9,349 acres of private land in the Rotenberger Tract so that restoration can be undertaken in accordance with the May 12, 1983 Memorandum of Understanding between the DER, the Governor and Cabinet (Trustees of the Internal Improvement Trust Fund), the SFWMD and the Florida Game and Fresh Water Fish Commission.

IV. PROTECT THE BIG CYPRESS SWAMP

Background: The Big Cypress Swamp, with elevations slightly higher than the Everglades to the east, spans approximately 1,205 square miles (771,000 acres) from southwest of Lake Okeechobee to the Ten Thousand Islands in the Gulf of Mexico. Because of its relative flatness, the Big Cypress Swamp is covered with water for several months each year. It is considered to have the best quality surface water in south Florida.

The Big Cypress Swamp is the primary home of the highly endangered Florida Panther and contains numerous other species of endangered plants and wildlife. The 570,000 acre Big Cypress National Preserve was established by Congress in 1974 to protect natural and recreational values of the Big Cypress watershed and to allow for continued traditional uses such as hunting, fishing, and oil and gas production. In 1988, Congress passed the Big Cypress National Preserve Addition Act which will add 146,000 acres to the national preserve.

The conversion of Alligator Alley (State Road 84) to Interstate Highway 75 (I-75) provided a unique opportunity to enhance water flow through the Everglades, protect the Florida Panther and other wildlife and expand the Big Cypress National Preserve.

A. Activities and Accomplishments During the Period:

1. No lands were purchased by the National Park Service in the original Big Cypress National Preserve during the period. A total of 536,552 acres have been acquired. Approximately 183 acres remain to be acquired.

2. With the assistance of the Florida Department of Transportation (DOT), the Florida Department of Natural Resources (DNR) and the National Park Service have acquired a total of 37,349 acres of the Big Cypress National Preserve Addition. An estimated 108,651 acres remain to be acquired (see Note 2, Appendix A).

3. The DNR has acquired 51,094 acres in the Fakahatchee Strand. An estimated 22,906 acres remain to be acquired.

4. The DNR has acquired 4,706 acres in southern Golden Gate Estates. Some 36,294 acres remain to be acquired.

5. Since October 1990, the SFWMD has acquired 13,653 acres in the Corkscrew Regional Ecosystems Watershed Trust (CREW) project. This includes SFWMD purchases and donations of land purchased by Lee County. The CREW Trust is working with Collier County to seek revenues for purchase of CREW lands in Collier County. The CREW project is currently number 52 on the CARL priority list.

Background: The Florida/Arizona Land Exchange Act of 1988 (H.R. 4519) authorized the U.S. Department of the Interior (DOI) to convey 68.4 acres of Indian School property in Phoenix, Arizona, to the Collier Companies in exchange for

107,799 acres of Florida land owned by the Colliers, and $34.9 million in cash payable over 30 years (with DOI approval). The Collier lands are in the Big Cypress National Preserve Addition project area (83,070 acres), the Florida Panther National Wildlife Refuge, (5,109 acres) and the Ten Thousand Islands National Wildlife Refuge (19,620 acres). The Indian School tract totals 111 acres. According to the Act, 20 acres are to be conveyed to the City of Phoenix, 11.5 acres to the Veterans Administration, 4.5 acres to the State of Arizona and 6.5 acres are reserved for right-of-way.

6. The U.S. Department of the Interior and the Colliers expect to complete an agreement by June 12 on the collateral for the payment of $34.9 million to the Indian Education Trust Fund, pursuant to the Florida/Arizona Land Exchange Act. If agreement is reached, it is possible that the Colliers could transfer 83,070 acres in the Big Cypress Addition to the U.S. Department of the Interior on the date of this meeting. If agreement is not reached, both parties can agree to extend the deadline.

7. On April 2, representatives of the Florida departments of Agriculture (Division of Forestry), Community Affairs, Environmental Regulation, and Natural Resources, the Game and Fresh Water Fish Commission, the SFWMD, Collier County Growth Planning Department, and the Governor's Office met to discuss land acquisition and a restoration and management plan for southern Golden Gate Estates.

8. In February, Governor Chiles asked the SFWMD to develop a conceptual hydrologic restoration plan for southern Golden Gate Estates. In March, the SFWMD responded that a 12-18 month program would be requested for funding with fiscal year 1993 SFWMD funds. The District has provided $40,000 to the DNR to assist with land acquisition activities in southern Golden Gate Estates.

9. The Division of Forestry (DOF) indicated that to better manage publicly-owned lands in the southern Golden Gate Estates, a Forest Ranger will be located in the Northwest quadrant and that some roads between certain canals will be studied for possible closure. The Division has been conducting prescribed burns in ten places in the Estates to prevent out-of-control wildfires. DOF will continue to manage the area and to work with the other agencies to develop and implement the hydrologic restoration and management plans.

10. In April, the Department of Community Affairs (DCA) and Collier County reached agreement on the southern Golden Gate Estates element of the Collier County comprehensive plan. The agreement balances and complements the State's acquisition plan for the southern Estates. The county has agreed to establish a development review process and will notify DNR when building permits are applied for within the Estates.

11. The SFWMD indicated that potholes and low areas of the Miller Boulevard Extension, which connects U.S. 41 to the southern Estates, have been filled. The extension is not within the boundaries of the southern Estates but is in the Big Cypress Area of Critical State Concern. Collier County had previously indicated a

desire to improve the extension with limerock to accommodate emergency services vehicles; however, the County does not own the right-of-way. Collier County has initiated legal proceedings to establish a "prescriptive easement" for the road right-of-way.

12. The DOT and DER have agreed to a conceptual design regarding the construction of a recreational access facility on I-75 at Mile Marker 31 in Collier County.

13. In February, the Florida Game and Fresh Water Fish Commission (GFC), the National Park Service (NPS) and the U.S. Fish and Wildlife Service (FWS) met to discuss wildlife management, hunting regulations, endangered species research, biological assessments for Big Cypress National Preserve Addition lands, and public and recreational access to the Big Cypress National Preserve. In April, the NPS notified the GFC that off-road-vehicle (ORV) access to the Big Cypress preserve at Mile Marker 31 remains inconsistent with NPS management objectives for that area, and with conclusions of the NPS Biological Assessment regarding the effects of hunting on the Florida Panther and the FWS Biological Opinion of August 15, 1990.

B. Activities and Needs for the Next 90 Days:

1. DNR is preparing for the transfer of State-owned lands to the National Park Service (upon approval of the Governor and Cabinet) in the Big Cypress National Preserve Addition area, in compliance with the Big Cypress National Preserve Addition Act and section 380.055(9)(b), Florida Statutes.

2. Providing recreational access from I-75 to the Big Cypress National Preserve and "Addition" is an integral part of the I-75/Big Cypress Addition component of the Save Our Everglades Program. The DOT stands ready to provide the needed access. However, differences in opinion regarding access between the State and the NPS and FWS have prevented the DOT from providing the access. If this issue is not soon resolved, the DOT will have no choice but to fence off the highway, allowing no access. State and federal agencies will meet during the next 90 days to try and resolve these recreational access issues.

V. RESTORE EVERGLADES NATIONAL PARK

BACKGROUND: Everglades National Park (ENP) encompasses 2.4 million acres of wetlands and submerged lands at the southern end of the Florida Peninsula. The Park was established in 1947 principally with State land conveyances. It is the second largest National Park in the continental United States. ENP is an aquatic environment dependent on seasonal rainfall and overland flow from the North. Historically, approximately half of the Park's water flowed in from the Everglades and Big Cypress Swamp and the other half fell as rainfall.

Alterations in water flow that resulted from the extensive drainage of the Everglades beginning in the late 1800s, have damaged the ecology of the Park. Experts contend that fish and wildlife populations have diminished during the 20th Century, as a result of hydrologic changes.

To provide a more historic water flow into the Park, the natural flow to the Northeast Shark River Slough in the East Everglades needs to be restored. The need to acquire land and restore the natural water flow in the East Everglades was the basis for the Everglades National Park Expansion Act, enacted by Congress on December 13, 1989. The Act authorized the addition to Everglades National Park of 107,600 acres in the Northeast Shark River Slough and East Everglades. Hydrologic improvements to structures in the C-111 basin and improved water management schedules are also needed to more closely approximate the natural hydroperiod in the southeastern portions of Everglades National Park.

1. Of the 107,600 acres to be acquired for the expansion of Everglades National Park, 42,959 acres of State and SFWMD-owned lands were transferred to the National Park Service in October, 1991. Since January 1992, the National Park Service and DNR have acquired 1,374 acres in the Northeast Shark River Slough/East Everglades. Approximately 63,267 acres in private ownership in the East Everglades and Northeast Shark River Slough remain to be acquired.

2. The SFWMD has acquired 26,720 of 29,643 acres in the Southern 'Glades C-111 Canal project. Some 2,896 acres of the Save Our Rivers project remain to be purchased.

3. In February, the Corps opened a field office in Miami to acquire right-of-way for the works needed to restore flow to the Northeast Shark River Slough. Final approval of the Northeast Shark River Slough General Design Memorandum is expected in early May. The document will be available for a final 30 day public review. According to the Corps, the $90 million project will require approximately six years to complete.

4. In January, at the Seventh Annual Everglades Coalition Conference, Nancy Dorn, Assistant Secretary of the Army for Public Works, announced that timely completion of the C-111 Basin General Design Memorandum was a priority for the Corps and that a crucial part of the project is the restoration of freshwater flow to

Everglades National Park and Florida Bay. During late winter and early spring, the Corps of Engineers, with the assistance of State and federal agencies, developed a plan of study for preparation of the C-111 Basin General Design Memorandum, and conducted land surveys in the area.

5. Representatives of Everglades National Park, the Corps, DNR, SFWMD and the National Oceanic and Atmospheric Administration have been working toward consensus and documentation of the importance of freshwater flows to the estuarine and marine ecosystems of Florida Bay and the Florida Keys coral reef tract.

6. Seagrass die-back continued in the Johnson Key basin and recurred in the Sunset Key and Rabbit Key basins. In addition, there was a sponge die-off in the southeastern corner of Florida Bay near Lignum Vitae Key. In February, representatives of DNR and ENP visited areas of Florida Bay and observed a die-back of mangroves on the mainland and on several keys. Preliminary suggestions are that the mangrove die-back may be related to specific tidal or rainfall events.

7. DOT is planning to widen U.S. 1 from Florida City to Key Largo. There are environmental concerns to be addressed and environmental permits will be required. However, as with the conversion of Alligator Alley to I-75, there may be opportunities to improve water circulation and wildlife habitat (particularly that of the American Crocodile) in designing and constructing this highway project.

In April, the Federal Highway Administration approved the final Environmental Impact Statement for the U.S. 1 project and a conceptual wetland mitigation plan was approved by EPA, the Corps, and the U.S. Fish and Wildlife Service.

Background: Mercury Contamination: In December 1989, the Governor appointed a Task Force on Mercury in Fish and Wildlife to determine the cause and extent of mercury contamination and to develop recommendations to protect public health and the state's environmental resources. On March 15, 1990, the Mercury Task Force provided to the Governor a workplan on mercury. The workplan recommended that State agencies continue testing and monitoring of fresh and saltwater fish, increase environmental and biological monitoring to determine effects of mercury on the ecosystem, conduct research on sources of mercury contamination and propose solutions.

The Florida Department of Health and Rehabilitative Services (HRS), the Florida Game and Fresh Water Fish Commission and DER determined that the highest levels of mercury in Florida were found in the Everglades. HRS is issuing health advisories regarding the consumption of fish with mercury levels above 0.5 parts per million.

In June and July, 1991, the last two female panthers known to inhabit Everglades National Park died. Mercury poisoning is believed to have contributed to these deaths, since one panther had 35 parts per million (ppm) mercury in her liver and a blood level of approximately 15 ppm. The other had slightly lower levels.

8. In 1990, the Legislature appropriated $500,000 for mercury studies. The Governor's budget request for 1992-93 includes $400,000 for mercury research. DER, HRS and the GFC have been using existing resources to conduct fish tissue sampling throughout the State, evaluate the results, issue public health advisories and develop plans for future research and monitoring.

The U.S. Environmental Protection Agency is currently providing $150,000 for mercury studies in the Everglades and will add another $400,000 to this year's budget.

B. Activities and Needs for the Next 90 Days:

1. The Corps expects approval of the NESRS General Design Memorandum by mid May, and by the end of May will apply for permits for the new water control structures needed for the project.

2. The Corps plans to circulate for review a Draft Environmental Impact Statement/General Design Memorandum for the C-111 Basin by late 1994.

3. Comprehensive studies of the freshwater needs and effects of the lack of freshwater on Florida Bay and the coral reefs of the Florida Keys are needed.

VI. PROTECT THE FLORIDA PANTHER AND OTHER ENDANGERED SPECIES

BACKGROUND: It is estimated that fewer than 50 adult Florida Panthers now survive in South Florida, making it one of the most endangered animals on earth. Habitat loss and fragmentation, poor food supplies, inbreeding, highway mortality and mercury contamination are the greatest threats to the panther. Protection of the Florida Panther has become a national priority. State and federal agencies have contributed significant resources to panther recovery.

A 1990 survey estimated that 418 Everglades Kites remain (the GFC estimated a population of 668 birds in 1984). Declines in the kite population have been attributed to widespread drainage and drought conditions. The Everglades Kite is influenced significantly by the timing, volume and distribution of water flow, and the existence of open marsh habitat and specialized vegetation which allows the kite to obtain its sole source of food - the apple snail.

A. Activities and Accomplishments During the Period:

1. In January, the GFC recaptured, re-collared and conducted health assessments on 21 Florida panthers. In February, one male kitten was placed in the captive breeding program. GFC and NPS are hoping to capture female kittens, however the female adult panthers have not yet gone to dens for birthing in the Big Cypress.

2. In March, the GFC completed its final report on Mercury Contamination of Florida Panthers. The report and its recommendations were unanimously endorsed by the Florida Panther Interagency Committee. Work continued on developing the Habitat Conservation Plan for the Florida Panther.

3. The GFC and DOT are continuing to develop a plan for wildlife crossings for State Road 29. Six candidate sites that could warrant crossings are being studied by the two State agencies.

4. The GFC is working with the NPS and FWS to plan a baseline resource study of the Big Cypress National Preserve Addition lands.

5. In February, the GFC conducted annual nesting surveys of Everglades kites in the Kissimmee River-Lake Okeechobee-Everglades ecosystem. Preliminary results indicate the following: • The Kissimmee River basin has fewer birds and nests than last year. Nest failures on Lakes Kissimmee and Toho resulted from severe March thunderstorms and hail, and water level decline caused failure where nests were in cattails • Lake Okeechobee nesting is similar to last year in total number of nests started but the distribution is different, with 90 percent of nests being located in woody vegetation and 10 percent in cattails. Nesting success is expected to be higher this year because of the more stable nests • Kites have nested in WCA-1 and WCA-2A for the first time in 12-15 years. Kites appear to be returning to the WCAs because of improved water conditions following the long-term drought.

B. Activities and Needs for the next 90 Days:

1. The Habitat Conservation Plan for the Florida Panther should be completed by July.

2. GFC, NPS and FWS will meet on May 12 to develop a schedule and scope of study for the Big Cypress Addition lands.

VII. THE EVERGLADES COALITION:

In the Spring of 1984, several national conservation organizations joined Florida in the program to protect and restore the Everglades. Since then, the Everglades Coalition member organizations have worked to advocate federal legislation, funding, and program support for the essential steps necessary to accomplish this massive undertaking.

The Coalition members have worked with Congress and the Administration for the enactment of the Big Cypress Preserve Addition Act, Florida/Arizona Land Exchange Act, funding for Kissimmee River restoration, and the Everglades National Park Expansion Act.

The Coalition met on March 13 to work on a national campaign to gain support for a comprehensive re-evaluation of the purposes, adequacy and efficiency of the Central and Southern Florida Flood Control Project.

The Coalition will meet on June 6 in Miami to begin planning the Eighth Annual Everglades Coalition Conference.

APPENDIX A: EVERGLADES LAND ACQUISITION SUMMARY
AS OF APRIL 30, 1992

EVERGLADES PROJECTS:	TOTAL AREA (ACRES):	ACRES ACQUIRED THIS QUARTER:			TOTAL ACRES ACQUIRED TO DATE:			ACRES REMAINING TO BE ACQUIRED:
		State	WMD	FED	State/WMD	FED	Total	
KISSIMMEE RIVER	57,000	0	0	0	28,997		28,997	28,003
HOLEY LAND TRACT	35,300	0	0	0	35,300		35,300	0
ROTENBERGER TRACT	29,170	0	0	0	19,821		19,821	9,349
WATER CONSERV. AREAS	862,800	0	0	0	799,287		799,287	65,513
*1. BIG CYPRESS NAT'L PRES.	574,434	0	0	0		536,552	536,552	183
*2. BIG CYPRESS ADDITION	146,000	776	0	1,294	34,641	2,708	37,349	108,651
FAKAHATCHEE STRAND	74,000	361	0	0	51,094		51,094	22,906
GOLDEN GATE ESTATES	41,000	1,516	0	0	4,706		4,706	36,294
FLORIDA PANTHER NWLR	29,410	0	0	0		24,300	24,300	5,110
TEN THOUSAND IS. NWLR	20,000	0	0	0		0	0	20,000
EVERGLADES NAT'L PARK EXPANSION	107,600	106	0	1,268	206	44,227	44,433	63,167
*3. SOUTHERN GLADES (C-111 BASIN)	29,643	0	0	0	26,720		26,720	2,896
TOTAL:	2,006,357	2,759	0	2,562	1,000,772	607,787	1,608,559	362,072

*1. The original Big Cypress legislation authorized a total of not more than 570,000 acres for the Preserve. Several sections of land south of Alligator Alley are larger than the standard 640 acres. The Preserve is now calculated at 574,434 acres, but that amount is not legislatively authorized. The difference in figures (574,434 and 536,552) is represented by the 183+ acres of private land that remain to be acquired and about 37,699 acres within the Big Cypress National Preserve boundaries that belong to the state and counties.

*2. Total acreage in State and Federal ownership was over-estimated in January 24 Everglades Status Report.

*3. See pg. 38, South Florida Water Management District "Save Our Rivers" 1992 Five Year Plan.

GOVERNOR AND CABINET RESOLUTIONS

- February 16, 1989 - Cabinet Resolution supporting acquisition and restoration of the Northeast Shark River Slough and pledging State support for the expansion of Everglades National Park.

- August 29, 1989 - Cabinet Resolution in support of federal authorization and appropriations for restoration of the Kissimmee River.

EXECUTIVE ORDERS

- November 4, 1983 - Executive Order 83-178 created the Kissimmee River-Lake Okeechobee-Everglades Coordinating Council.

- January 21, 1988 - Executive Order 88-25 limited development activities in the Everglades ecosystem.

- March 23, 1988 - Executive Order 88-69 created the East Everglades Land Acquisition Task Force.

- July 14, 1988 - Executive Order 88-152 created the Lake Okeechobee Technical Advisory Council.

- September 12, 1990 - Executive Order 90-251 supported the Everglades Surface Water Improvement and Management (SWIM) plan and set forth a financial agreement for sharing the costs of cleaning the water flowing into the Everglades from the Everglades Agricultural Area.

The Everglades Coalition

666 Pennsylvania Ave, SE • 2nd fl. • Washington, DC 20003

May 19, 1992

The President's Environment and
Conservation Challenge Awards, The White House
Attention: Award References
722 Jackson Place, NW
Washington, DC 20503

To Whom It May Concern:

This is to recommend the State of Florida's Save Our Everglades Program for the President's 1992 Environment and Conservation Challenge Award in the Partnership category.

The Save Our Everglades Program, initiated in August, 1983, has achieved national distinction and tangible results in the protection and preservation of the Kissimmee River-Lake Okeechobee-Everglades ecological system. The success of the program is based on continuous interaction of the Florida Governor's Office with the U.S. Congress, Federal, State and local agencies, the South Florida Water Management District, and the Everglades Coalition (a coalition of twenty-eight national and state conservation organizations). Among the exemplary achievements of the Save Our Everglades Program are the following:

- Congressional enactment of the Big Cypress National Preserve Addition Act and the Florida/Arizona Land Exchange Act which added 146,000 acres to the Big Cypress National Preserve.

- Congressional enactment of the Everglades National Park Expansion and Protection Act which added 107,600 acres to Everglades National Park.

- Support by President George Bush, the Office of Management and Budget and the Corps of Engineers for restoring the Kissimmee River, which will restore a 56 mile canal to its natural condition, recreating some 29,000 acres of wetlands and wildlife habitat.

On behalf of the Everglades Coalition, I heartily recommend the Save Our Everglades Program for the CEQ award.

Sincerely,

Steven J. Parcells

Steven J. Parcells
Chairman
The Everglades Coalition

NATHANIEL PRYOR REED
POST OFFICE BOX 375
HOBE SOUND, FLORIDA 33475

TELEPHONE
(407) 546-2666

TELEFAX
(407) 546-5019

May 19, 1992

The President's Environment and
Conservation Challenge Awards
ATTN: Award References
The White House
722 Jackson Place, NW
Washington, D.C. 20503

Dear Sir:

As a long-time conservationist and resident of South Florida, I know of no other more successful program to receive the President's 1992 Environment and Conservation Challenge Award than the State of Florida's **Save Our Everglades Program.**

The Kissimmee River-Lake Okeechobee-Everglades ecological system is priceless. It is dependent on a natural volume, timing and distribution of freshwater. More than one hundred years of drainage and development activities have diminished not only the extent of this natural system but also the vital flow of freshwater.

The **Save Our Everglades Program** enjoys broad-based support. It has been carried forward by three Florida governors who have worked closely with the federal, state and local agencies, congress, the state legislature, the South Florida Water Management District and many conservation organizations.

The Save Our Everglades Program has achieved excellent results, particularly in acquiring privately-owed land. Enactment by Congress of the Big Cypress National Preserve Addition Act, the Florida/Arizona Land Exchange Act and the Everglades National Park Protection and Expansion Act are examples of the outstanding achievements of the program.

Without hesitation, I recommend the **Save Our Everglades Program** for the President's Conservation Challenge Award.

Sincerely,

Nathaniel P. Reed, President
1000 Friends of Florida

/j

FRIENDS OF THE
EVERGLADES

Founded by Marjory Stoneman Douglas

May 18, 1992

President's Environmental & Conservation Challenge Award
The White House - Attention: Award References
722 Jackson Place, NW
Washington, D.C. 20503

To Whom it may Concern:

Nearly ten years after creation of the Save Our Everglades program, the State of Florida has moved forward on a number of projects directed at restoring and improving significant portions of the historic Kissimmee-Okeechobee-Everglades system.

The Kissimmee River project is a bold plan to redirect the water of a dredged canal back to the former natural serpentine river and marsh system. Progress in the Kissimmee River restoration is the most dramatic and rehabilitative of the SOE programs in that the marsh, waterfowl and fish have rapidly re-established themselves in the pilot areas.

Friends appreciates the State's successful negotiation of the Florida/Arizona Land Exchange for acquisition of private lands in the Big Cypress Preserve Addition, Florida Panther WLR and Ten Thousand Island NWR, another creative means to unify a fragmented natural system.

Acquisition and hydrologic restoration in the Southern Golden Gate Estates is critical to natural water regimes. Years of overdrainage have altered the natural hydroperiod and caused excessive loss of precious fresh water.

Friends of the Everglades strongly supports your favorable consideration of the Save Our Everglades program for the President's Challenge Award. In the face of rapid urbanization in the most sensitive areas of the state, Florida has successfully implemented a most ambitious plan to preserve natural ecosystems, endangered and other wildlife, recreation values and fresh water supply for agricultural and urban needs.

Thank you for your kind consideration,

Nancy Carroll Brown

Nancy Carroll Brown, President

101 Westward Drive, Suite #2
Miami Springs, Florida 33166
305-888-1230

Application Summary

ID Number: P.065

Project: Think Earth Environmental Education Program

Contact: Ms. Ann Crafton
Think Earth Distribution Office
5505 East Carson Street, #250
Lakewood, CA 90713-

Telephone:
(310) 420-6814

Summary: The Think Earth Program is a consortium of 15 California environmental entities that have collaborated to develop and distribute "Think Earth", an elementary school environmental education curriculum. The curriculum teaches children to conserve natural resources, reduce waste, and minimize pollution. "Think Earth" has reached approximately one million students nationwide.

NOTE: Some technical evaluators provided written opinions, based on their view of the criteria. The following is included for your background only.

Comments: An excellent approch to environmental education. Partners represent a broad private/public sector interest. Focus on children in exemplary -- a distinctive feature. Education strategy is innovative and comprehensive. Partners show commitment through investment among other activities.

Question 5
Overview Summary

The Think Earth Environmental Education Program began in 1989 when representatives of environmental public and private organizations as well as educational organizations gathered to address the need for a comprehensive environmental education program. The group agreed that, although individually the task would be immense, a consortium of development sponsors could pool their resources to produce the curriculum.

One of the original members, Walt Kirwan of ARCO, recalls the initial formation of the Think Earth consortium. "We identified common interests and goals for our organizations, each attainable through a comprehensive environmental education program. It then became a matter of generating necessary funding for such a massive undertaking. Once we began soliciting partners, everything came together quickly because the program concept was so sound and essential, it sold itself."

The consortium is unique. Its partners represent a broad environmental spectrum: water agencies, air quality boards, electric and gas utilities, an oil company, sanitation districts, and a state energy commission. Naturally these members don't always agree. This diversity, however, has helped produce a broad, unbiased program.

Educational Development Specialists (EDS), a member of the consortium, developed the *Think Earth* curriculum. The program consists of seven complete instructional units for kindergarten through sixth grade. The goal of the program is to help children learn to "Think Earth"–to conserve natural resources, reduce waste, and minimize pollution. Children learn basic environmental concepts, skills, and behaviors. The program promotes an environmental ethic by which students balance human and environmental needs. The emphasis is on behaviors; empowering children with practical life skills that will make a difference.

The curriculum is innovative in that it is comprehensive, yet brief. It interrelates all elements of the environment in an integrated instructional program rather than as an eclectic set of activities or informational sheets. Most importantly, *Think Earth* is measurable; unit tests allow teachers to assess student learning of objectives and behaviors.

The consortium has provided free *Think Earth* K-3 instructional units to 2,000 of the 3,500 public and private elementary schools in Southern California. To date, more than 10,000 teachers have taught the units to nearly 500,000 students. The grades 4–6 units have been field tested and will be distributed beginning in late 1992.

The program is available to similar sponsoring companies and agencies throughout the nation. So far, local environmental companies and agencies in all 50 states have ordered *Think Earth* and an estimated 500,000 students have been reached outside Southern California.

Results of field tests show that the units helped teachers elicit high levels of pupil achievement in the classes. In addition, teacher attitudes were positive. All of the teachers felt the program helped students develop an understanding of environmental problems and a commitment to solving them.

The Think Earth program is a successful example of a public/private collaborative alliance. It serves not only as a case study of a quality environmental program for Southern California, but as a model of how similar programs can be developed throughout the country.

Responses to Criteria Questions
Question 6.A. Partnership

1. Who are the partnership's members? What are their roles? What resources do they bring to the partnership?

   There are three types of consortium members: sponsor members, educator members, and technical reviewers. Sponsor members represent a broad environmental spectrum that includes water agencies; air quality boards; electric, gas, and phone utilities; an oil company; sanitation districts; a state energy commission; as well as a curriculum development company. These members provide the focus, leadership, organizational framework, program development, and funding for the program. Educator members serve in an advisory capacity and are directly involved in the educational program development. The technical reviewers review the educatonal programs and provide input on program content and activities.

2. What are the partnership's specific environmental or conservation objectives? Has a sustainable plan of concerted action for meeting these needs been established?

   The partnership's program objective is to help children develop an environmental ethic by becoming aware of:

   - environmental problems and their causes,
   - the consequences of these problems,
   - things they can do to solve these problems,
   - things government, industry and consumers can do to solve these problems, and,
   - costs and benefits of environmental behaviors to both people and the environment.

   To make the leap from abstract theory to practical application, the consortium has developed *Think Earth*, an environmental education curriculum for elementary schools. The consortium hopes to provide *Think Earth* free to all 3,500 elementary schools in Southern California.

3. How is the partnership distinctive or innovative? What obstacles, environmental or otherwise, does it overcome?

The Think Earth Program is distinctive because a broad spectrum of 15 environmental companies and agencies pooled their resources to develop and distribute an environmental program for schools. With such a diverse group, a major obstacle was agreeing on program content. It would have been easy to develop 15 separate programs that reflected the specific interests of each partner. However, out of this diversity a broad, unbiased curriculum was developed. Also, pooling their resources, rather than working individually, produced a higher quality program. This quality and the comprehensive nature of the program makes it more acceptable and useful to schools.

4. What measurable environmental or conservation benefits has the partnership produced?

The *Think Earth* K-3 program has reached 2,000 of the 3,500 elementary schools in Southern California. More than 10,000 teachers have taught the units to nearly 500,000 students. The program has nationwide distribution and an estimated 500,000 students have been reached outside Southern California.

In field tests students averaged 58% on unit pretests (near-guessing level) and nearly 90% on postests. Ninety-five percent said they liked the program and would do more now to help the environment than prior to the program. Nearly all of the teachers indicated they would teach the program again.

5. What aspects of the partnership can be modeled by others and transferred to other settings?

The environmental problems we face today are not isolated concerns that can be solved by individual agencies. We need public support and education. The Think Earth consortium is a practical, cost-effective organizational model for others. Environmental agencies and companies around the country can join together to pool resources to develop and distribute environmental education programs, or, even more cost-effective, to distribute *Think Earth.* While consortium partners had a "learn as you go" challenge in the area of distribution, they soon developed feasible distribution options and other groups can benefit from their experience.

'Application 'Form—1992

Please read the application form carefully and provide all information requested. Please type or print clearly. Supplementary pages should follow the format of this form as closely as possible. Incomplete applications will not be considered.

1. Select the Award category for which you are competing:
(Note: A program may be entered in only one category. See descriptions of categories in Question 6.)

(01) _X_ Partnership
(02) ___ Environmental Quality Management
(03) ___ Innovation
(04) ___ Education and Communication

p. 065

2. Name of the project or program described in this application:

The Think Earth Environmental Education Program

3. Name of Award Applicant(s): *(Use separate sheet, if needed)*

__ Mr. __ Mrs. __ Ms. __ Miss __ Dr.

Name: Please see Attachment A

Title: _____

Organization: Southern California "Think Earth" Environmental Education Consortium

Street: 5505 East Carson Street, Suite 250

City: Lakewood State: CA Zip: 90713

Telephone: (310) 420-6814 Fax: (310) 420-1485

4. Program contact who can answer questions regarding the application:

__ Mr. __ Mrs. X Ms. __ Miss __ Dr.

Name: Ann Crafton

Title: Director of Program Distribution

Organization: Think Earth Distribution Office

Street: 5505 East Carson Street, Suite 250

City: Lakewood State: CA Zip: 90713

Telephone: (310) 420-6814 Fax: (310) 420-1485

NOTE: The Selection Committee will rely heavily on Questions 5-6 in determining how well the application meets the award criteria.

5. Please attach a one-page (not to exceed 500 words) summary, suitable for publication, which provides a complete overview of the application. The one-page response should be clear, concise, and should emphasize quantifiable results or benefits of the program.

6. Please answer only the following Award criteria questions pertaining to the specific Award category for which you are applying. *(For example: Partnership category, answer questions A1-A5; EQM, B1-B7; Innovation, C1-C5; Education, D1-D5).*

Answers should be clear, concise and ***should emphasize quantifiable results or benefits*** of the program. Each answer to a sub-question should not exceed 100 words. Taken as a whole, all answers to criteria questions should not exceed two pages.

A. PARTNERSHIP: awarded to diverse organizations or groups that have fostered cooperative approaches to environmental needs at the local, regional, or national level.

1. Who are the partnership's members? What are their roles? What resources do they bring to the partnership?

2. What are the partnership's specific environmental or conservation objectives? Has a sustainable plan of concerted action for meeting these needs been established?

3. How is the partnership distinctive or innovative? What obstacles, environmental or otherwise, does it overcome?

4. What measurable environmental or conservation benefits has the partnership produced?

5. What aspects of the partnership can be modeled by others and transferred to other settings?

B. ENVIRONMENTAL QUALITY MANAGEMENT: awarded to organizations which have demonstrated that environmental values can be integrated into sound management decisions and objectives. ***(Note: This category reflects broad-based organizational approaches. Special programs or projects may be more appropriate for entry in one of the other three award categories.)***

1. What are the organization's environmental policies and objectives?

2. How has the organization's top management demonstrated commitment to these policies and objectives? Do the policies demonstrate commitment beyond legal compliance?

3. What are the organization's environmental standards for its product(s) and operations? *(Explain how they go beyond legal constraints and how they relate to management control mechanisms.)*

4. How are these policies and objectives incorporated in the: *a) Day-to-day management of the organization; b) Organization's decision-making about research and development, long-range planning, capital, and operating budgets?*

5. How are these policies and objectives reflected in the organization's relationships with employees, customers, suppliers, and the general public?

6. What are the organization's control mechanisms that give decision makers objective data to measure continuous performance improvement toward its short- and long-term environmental objectives?

7. What quantifiable, sustained environmental quality results in products and processes have resulted from the organization's environmental approach?

C. INNOVATION—awarded to individuals, organizations and groups who have demonstrated exceptional creativity or pioneered new approaches in the development and/or execution of technologies, programs, projects, or services that are environmentally sound and economically sensible?

1. What is the purpose of the technology, program, project or service?

2. How is the technology, program, project, or service distinctive or innovative? What obstacles, environmentally or otherwise, does it overcome?

3. How is the technology, program, project, or service superior to other approaches? Does it offer a viable alternative to a problem for which no solutions previously existed?

4. Can the technology, program, project or service be replicated in an economically feasible manner?

5. What are the measurable, net long-term environmental benefits or results of the technology, program, project, or service?

D. EDUCATION AND COMMUNICATION—awarded to individuals, organizations, or groups which have developed educational or informational programs that inspire respect for the environment and raise the public's environmental literacy.

1. What is the program? What are its environmental or conservation objectives?

2. Who is the program's audience? How large is the audience? How is the program's effect on the audience determined?

3. What is original or distinctive about the program?

4. What are the measurable results or benefits produced by the program? How does the program promote the development of an environmental ethic and make a positive contribution to environmental awareness?

5. How can the program be used or modeled by others?

NOTE: The following questions are for informational purposes.

7. How long has the technology, program, project or service been operational?

1989 - ongoing

8. Which of the following most accurately describes the applicant(s)? (Check more than one, if applicable.)

(01) X National Business or Industry
(02) X Regional or Local Business or Industry
(03) ___ National Nonprofit Organization or Foundation
(04) ___ Regional or Local Nonprofit Organization
(05) X Local or State Government/Government Agency
(06) X Educational Organization
(07) ___ Voluntary Civic Organization
(08) ___ Trade or Professional Society
(09) ___ Youth Organization
(10) ___ Labor Organization
(11) ___ Individual
(12) ___ Other (Please describe):_____

9. If business or industry, which of the following best describes the type of business or industry?

(01) ___ Agriculture/Forestry
(02) ___ Aerospace
(03) X Communications
(04) ___ Construction
(05) ___ Electronics/Computers
(06) X Energy
(07) ___ Engineering
(08) X Environmental Services
(09) ___ Financial Services/Insurance/Real Estate
(10) ___ Manufacturing—Chemical
(11) ___ Manufacturing—Other
(12) ___ Mining
(13) ___ Recreation
(14) ___ Trade—Wholesale
(15) ___ Transportation
(16) X Utilities—Electric, Gas or _____
(17) X Other (Please describe): Petroleum

10. Which of the following most accurately describes the environmental program under consideration for an award? (Check more than one, if applicable.)

(01) ___ agriculture
(02) ___ air quality
(03) ___ conservation
(04) ___ education—general public
(05) X education—academic
(06) ___ energy
(07) ___ environmental quality management
(08) ___ forestry
(09) ___ hazardous waste remediation
(10) ___ international
(11) ___ natural resources

(12) ___ pollution control
(13) ___ recreation
(14) ___ recycling
(15) ___ solid waste
(16) ___ source reduction/pollution prevention
(17) ___ water quality
(18) ___ wetlands
(19) ___ wildlife and fish resources
(20) ___ Other (Please describe):_____

11. If applicable, list the sources of the program's support and the percentage of support provided, including grants and in-kind contributions of goods and services. *(Use separate sheet if needed).*

Source See Attachment B % _____

Source _____ % _____

Source _____ % _____

12. Please estimate the cost to develop the program or project, including approximate value of in-kind contributions of goods and services:

$ 617,000+ (to date)

If the project is ongoing, what is the annual cost?

$ 100,000

14. Please indicate which of the following are the primary audiences, beneficiaries, or users of the program or service, and estimate how many persons are served: (Select up to 3 categories.)

Type	How Many People
(01) __ Business or Industry	
(02) __ Trade or Professional Society	
(03) __ Government	
(04) _X_ Educational Organizations	2,000
(05) _X_ Youth	500,000*
(06) __ Community or Public Interest Groups	
(07) __ Local Community or Local Public	
(08) __ General Public	
(09) __ Employees	
(10) __ Customers or Clients	
(11) __ Other (Please describe): _____	

15. Has the program been honored with any other environmental or conservation awards in the past five years?

South Coast AQMD Award
NAAEE Environmental Film Award

*These are current numbers. Potential audience is 64,000 schools/25 mil. students.

16. In one paragraph (not to exceed 50 words), please summarize the program, its objectives and what it has accomplished. Use space provided below. This paragraph should be suitable for use in a catalog, database or brochure.

The Think Earth Program is a consortium of 15 California environmental entities that have collaborated to develop and distribute "Think Earth," an elementary school environmental education curriculum. The curriculum teaches children to conserve natural resources, reduce waste, and minimize pollution. "Think Earth" has reached approximately 1,000,000 students nationwide.

17. Please include 3 one-page letters of recommendation attached to the application when it is submitted for consideration. Letters should be addressed: "Attention: Award References." References should have first-hand knowledge of the environmental program, service, or technology and should offer a candid evaluation of its success or effectiveness. References may also include users or beneficiaries of your program.

NOTE: Letters of recommendation must accompany the application when it is submitted to CEQ. Letters sent directly to CEQ will not be considered. Please list the references in the spaces below.

Name: Dr. Darlene Stoner
Title: Director, Environmental Education Resource Center, CSUSB

Street: 5500 University Parkway

City: San Bernardino State: CA Zip: 92407

Telephone: (714) 880-5640 Fax: (714) 880-5990

Name: Ms. Lillian Kawasaki
Title: General Manager, Dept. of Environ. Aff. City of Los Angeles

Street: 200 N. Spring Street, Room 1500 MS 177

City: Los Angeles State: CA Zip: 90012

Telephone: _____ Fax: _____

Name: Ms. Linda Peck

Title: Teacher - Brywood Elementary

Street: No. 1 Westwood

City: Irvine State: CA Zip: 92720

Telephone: (714) 857-9230 Fax: _____

18. Please sign below to indicate that all applicants agree a) to abide by the rules and requirements of the awards competition, and b) that all information submitted is true and accurate to the best of their knowledge.

Signature: Ann M Crafton Date: 5/19/92

Title: Director of Program Distribu Organization: Think Earth Distribu. Office

Telephone: (310) 420-6814

How to Apply

Completed applications must be postmarked by May 22, 1992 and mailed to the:

The President's Environment and
Conservation Challenge Awards
Council on Environmental Quality
The White House
722 Jackson Place, NW
Washington, DC 20503

All information submitted with the application should be considered public information and becomes property of the President's Challenge Awards program.

Award recipients will be notified in Fall 1992. Recipients must be willing to assist the President's Challenge Awards program in making nonproprietary information about their environmental programs available to others who wish to replicate their success.

Application Format

Please submit one original and four photocopies of your application. You may include up to 10 pages of supporting materials. (NOTE: Photocopying both sides of a sheet of paper will be considered two-pages.) Any oversized items must be reduced to fit a standard 8.5" x 11" page format.

Supporting materials may include items such as brochures, photographs, press clippings, and graphs depicting the program's results. The materials may not be used as a substitute for written responses to Questions 5 and 6.

The order of pages in the submitted application should be as follows:

1. 4-page application (Questions 1-20)
2. 500-word overview summary (Question 5)
3. 2-page responses to criteria questions (Question 6)
4. 10 pages of supporting materials
5. 3 letters of recommendation (Question 17)

NOTE: The entire package should be stapled in the upper, left-hand corner. Any items sent over the 10-page limit of supporting materials will be disregarded and not reviewed by the technical evaluators and selection committee. Do not put the application or backup materials into a binder, notebook or plastic cover.

OMB Control No. 0331-0002, (Exp. 2/95): As required by the Paperwork Reduction Act, CEQ estimates that completion of this application will take 10 hours. Send comments regarding the collection of this information, including suggestions for reducing the paperwork burden, to CEQ and also to: Paperwork Reduction Project, Office of Management and Budget, Office of Information and Regulatory Affairs, 725 17th Street, NW, Washington, D.C., 20503

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ATTACHMENT A

THINK EARTH CONSORTIUM SPONSOR MEMBERS

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Heidi Wenzel
Consultant, Clean Water Program
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FAX (310) 378-7265

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5505 East Carson Street, Suite 250
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Kay Ice, Director of Program Development
Ann Crafton, Director of Marketing
Sharian Burroughs, Director of Business Affairs
(310) 420-6814
FAX (310) 420-1485

GTE CALIFORNIA
One GTE Place, CA500 PAC
Thousand Oaks, CA 91362-3811
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David C. Fisher
Area Manager, Community Economic Development
(805) 372-6640
FAX (805) 372-7377

LOS ANGELES DEPARTMENT OF WATER AND POWER
Post Office Box 111, Terminal Annex
Los Angeles, CA 90051
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(213) 481-6357
Rita Brown
Education Consultant
11204 Summertime Lane
Culver City, CA 90230
(213) 481-4085
(310) 558-1814
FAX (213) 580-0739

METROPOLITAN WATER DISTRICT OF SOUTHERN CALIFORNIA
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Los Angeles, CA 90054
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ORANGE COUNTY SANITATION DISTRICTS
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Fountain Valley, CA 92728-8127
Contact:
Corinne Clawson
Public Information Officer
(714) 962-2411 ext. 2055
FAX (714) 962-0356

SANITATION DISTRICTS OF LOS ANGELES COUNTY
Post Office Box 4998
Whittier, CA 90607
Contact:
Joe Haworth
Public Information Officer
(310) 699-7411 ext. 1555
FAX (310) 695-613

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FAX (818) 302-0254

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Contact:
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Community Involvement Administrator
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FAX (213) 244-8254

VENTURA COUNTY AIR POLLUTION CONTROL DISTRICT
702 County Square Drive
Ventura, CA 93003
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Barbara L. Page
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(805) 645-1415
FAX (805) 645-1444

VENTURA REGIONAL SANITATION DISTRICT
1001 Partridge Drive, Suite 150
Ventura, CA 93003-5562
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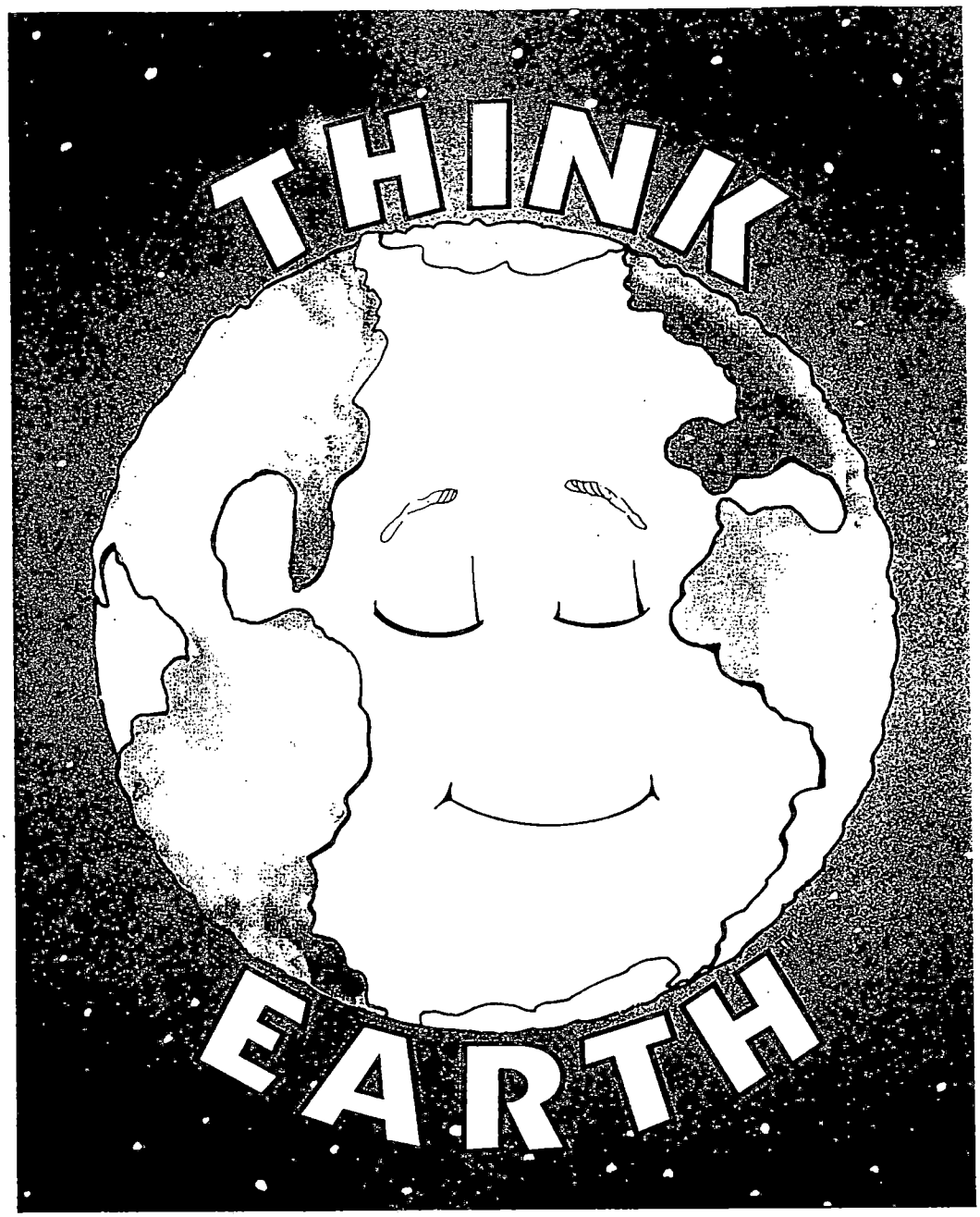
FAX (714) 854-4179



ENVIRONMENTAL EDUCATION PROGRAM

SUPPOSE... all of the children in your community began to:

- save papers, bottles, and cans for recycling
- turn the water off while brushing their teeth
- dispose of all wastes properly and not litter
- walk, bike, or carpool whenever possible
- use energy, water, paper, and other resources wisely and not waste them.

Few things are as important to our future as a healthy, sustainable environment. Young children, receptive and eager to learn, can and should be well prepared to inherit and care for our planet in the 21st century. You can help them with "Think Earth."

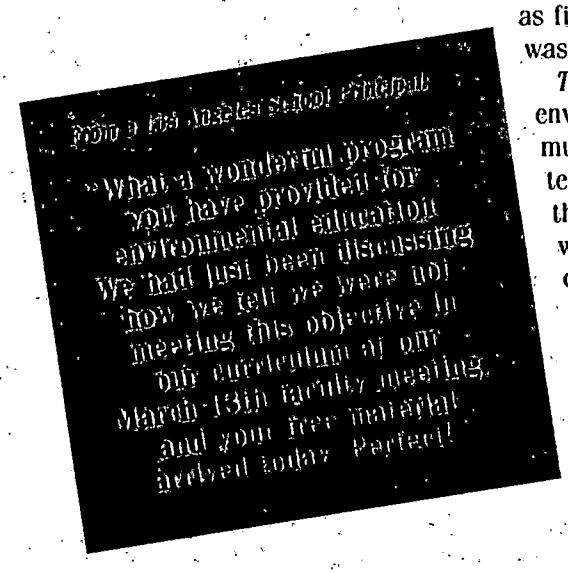
What is *Think Earth?*

Think Earth is an Environmental Education Program. It contains an animated video and four complete instructional units for kindergarten through third grade.

But *Think Earth* is more than just materials. It's a national, grass-roots education movement. All across the country, companies, agencies, and organizations are providing *Think Earth* free to their local elementary schools.

Will schools want *Think Earth?*

Yes! *Think Earth* is a multidisciplinary, behavior and awareness program that addresses all elements of the environment—air, land, water, and energy. Teachers at each grade level can complete the program in as few as five days, teaching conservation, waste reduction, and pollution control.



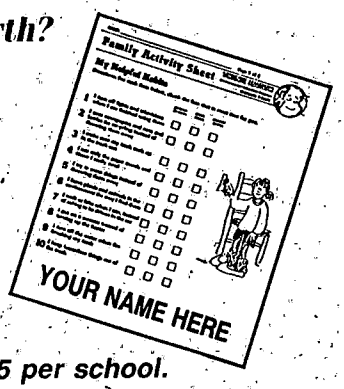
Think Earth covers current environmental topics and issues much more comprehensively than textbooks, and teachers appreciate that the program correlates well with their district and state curriculum frameworks.

Both teachers and students like the program. It's easy, entertaining, and effective. During field testing in more than 30 schools, students averaged near guessing levels on unit pretests and nearly 90 percent on posttests.

Who can help children *Think Earth?*

Agencies, organizations, companies, clubs, and institutions nationwide are providing *Think Earth* to their local schools.

Whether it's a consortium of companies supplying 2,000 schools or a service club supplying one school, people are showing their concern for the environment, for our children, and for our future.



You can order school packs for only $85 per school. See back page for details.

The Units

Each of the four units for kindergarten through grade 3 contains grade specific materials for teachers, students, and parents. Each unit includes:

- **Teacher Guide,** with procedures for 5 lessons, additional hands-on activities, background information, a children's literature list, and additional sources for information and materials.
- **2 Full-Color Posters**
- **2 Sets of Color Story-Cards**
- **Reproducible Masters for:**
  - **-Pretest**
  - **-Posttest**
  - **-2 Practice Exercises**
  - **-Mini-Poster**
  - **-Family Activity Sheet**

A *Think Earth* school pack contains one copy of each grade-level unit and one video.

The Video

The *Think Earth* video is a full-color, fully-animated presentation that introduces children to the environment and to the need for all of us to conserve natural resources, reduce waste, and minimize pollution.

The video contains two versions of *Think Earth*, each one 7 minutes long. The first version is narrated. The second version is not narrated so that children can supply their own narration and so that the video can also be used with non-English speaking children.

Students at the different grade-levels focus on various aspects of the video presentation, but all ultimately learn how important it is to *Think Earth*.

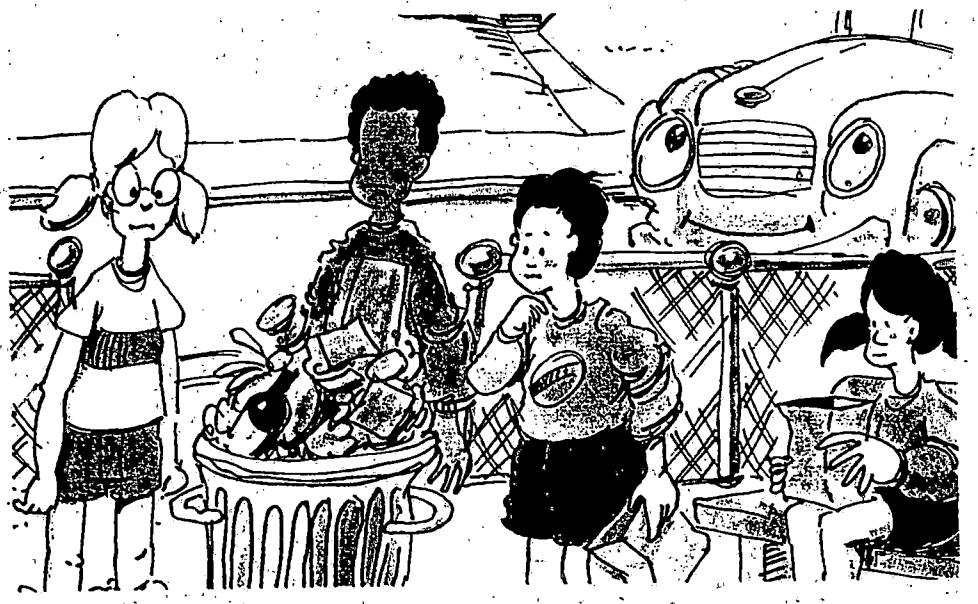
The Environment
THINK EARTH
Environmental Education Program
Teacher Guide
FIRST GRADE
Everything Comes from the ENVIRONMENT
Family Activity Sheet
THINK EARTH
Environmental Education Program
Teacher Guide
Pretest
THINK EARTH
Environmental Education Program
Teacher Guide
THIRD GRADE
OUR COMMUNITY

Here's how your organization can provide Think Earth to local schools.

Think Earth provides many benefits to organizations who give the program to local elementary schools.

The most obvious benefit is, of course, community relations. School administrators, teachers, and students will all appreciate your providing the materials. And since the Family Activity Sheet in each unit can be imprinted with your organization's name, parents know of your concern as well.

Think Earth is a perfect way to make personal contacts with school administrators and teachers and to implement "adopt-a-school" or other partnership programs.



What does it cost?

Think Earth costs only $85 per school. Each school pack contains the *Think Earth* video and four complete instructional units—one each for kindergarten through third grade.

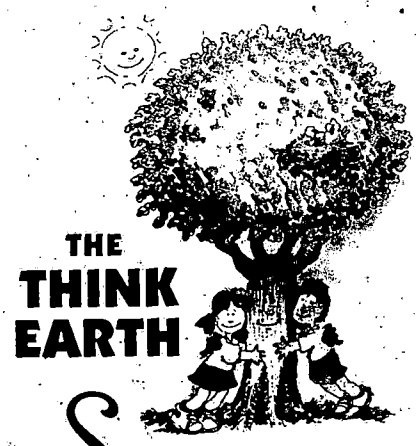
In keeping with the program's theme of efficient use of resources, teachers share and reproduce materials when there is more than one teacher per grade level. Since each school typically has at least two classrooms per grade level and since the materials should last at least three years, a single *Think Earth* K-3 school pack will educate more than 700 students. Your costs average out to **less than 12 cents per child.**

How do we start?

Some organizations order a *Think Earth* K-3 school pack for every school. Others start with a smaller pilot test in several schools before moving into a wider distribution. Still other organizations use our free school mailers to determine demand and then order accordingly.

For ordering and other information, write or call:

EDUCATIONAL DEVELOPMENT SPECIALISTS
5505 East Carson Street, Suite 250 • Lakewood, CA 90713-3093
(213) 420-6814 • FAX (213) 420-1485



THE THINK EARTH *Story*

The *Think Earth* campaign began in 1989 when a consortium of 14 members—including water agencies, air quality boards, waste management districts, and energy companies—worked with educators and curriculum developers to create an environmental education program. The K-3 units were developed in 1990, and the 4-6 units will be available early in 1992.

The *Think Earth* Environmental Education Program was developed with several important objectives. The program:

- interrelates environmental issues involving air, land, water, and energy in one program
- stresses environmental habits and behaviors
- costs very little so that local sponsors can afford to offer the program to **every** elementary school
- is fully field tested, with successful student learning and positive teacher reactions.

Educational Development Specialists, a member of the consortium, developed *Think Earth* and distributes the program to local sponsors nationwide. Other industry-sponsored programs for schools developed by Educational Development Specialists on such topics as nutrition, energy, water conservation, and solid waste management have reached more than 40 million students.

PRINTED ON RECYCLED PAPER

THINK EARTH
Environmental Education Program

THINK EARTH TIMES

Vol. 1, Issue 1 Summer 1991

K-3 Distribution Off To Good Start

So far, *THINK EARTH* has reached 500,000 students in 2,000 schools across 38 states.

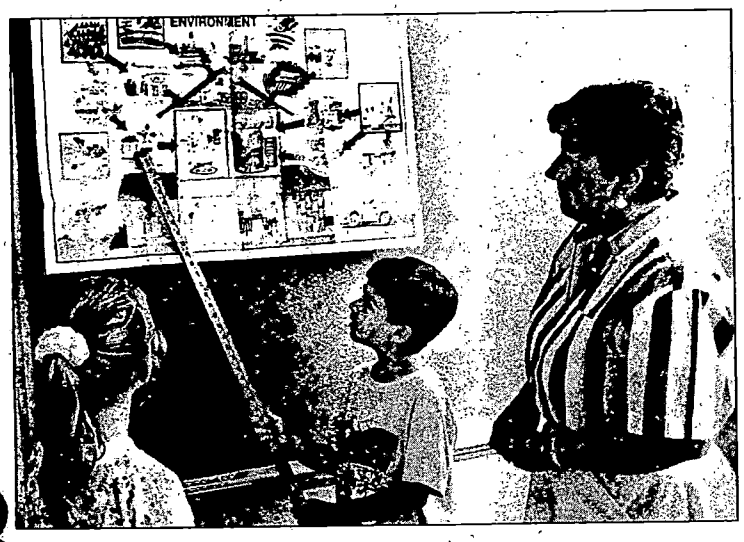
Bernie the Bus, Trashbot the Robot Trashcan, and three mischievous Rascals are making friends with kids everywhere. In fact, these likeable characters have made more than 500,000 buddies across 38 states. They have children singing and talking and role-playing through their lessons about the environment in the *THINK EARTH* Environmental Education Program.

THINK EARTH is a new multidisciplinary program that teaches children about all elements of the environment—air, land, water, and energy. The materials were written and developed by Educational Development Specialists, authors of educational programs that have reached more than 40 million students.

THINK EARTH units for kindergarten through third grade are provided free to schools by companies and agencies concerned about the environment. Each kit contains an animated video and four complete units for kindergarten through third grade. (Materials for grades 4-6 will follow next year.) The program offers a fun and effective way to teach about conservation, waste reduction, and pollution control.

The response to the program by the schools has been enthusiastic. On

evaluation cards supplied with the *THINK EARTH* kits, teachers and principals have overwhelmingly endorsed the program's concept and method of teaching children about the environment. Pre- and post-testing show that the program is effective in reaching its teaching goals: the average results jumped from an initial test score of 58 percent to 93 percent after the units were taught.



"Environmental education empowers children to make the world better," says Lynn Benedict, first-grade teacher in Torrance, California.

Here are some of the comments received from *THINK EARTH* teachers:

"Excellent, well-developed unit. Easy to use and appropriate to grade level."

"Terrific for Earth Day celebration."

"This is the best environmental program I've used with my 1st graders!"

"Thank you so much for your THINK EARTH kit. We had a lot of fun and learned so much. Very positive."

"It was wonderful! We have 21 new environmentalists!"

"Thank you for helping us take care of the earth."

Printed on Recycled Paper

THINK EARTH Developed by Unique Public-Private Partnership

Consortium members tell all: how the program works for them and their agencies.

When the *THINK EARTH* Consortium was formed in 1989, it brought together a unique public-private partnership. Sitting around the table were representatives from water agencies, air quality boards, waste management districts, and energy companies.

These Consortium members met frequently and worked hard with the group's educators and curriculum experts to create an environmental education program that would work—for students, for teachers, and for its potential sponsors. After extensive field-testing, the K-3 units were ready for distribution in 1991, with the units for grades 4-6 to follow soon in 1992.

Consortium members represent a variety of different organizations. Accordingly, they brought with them many different goals they hoped to accomplish with the *THINK EARTH* program. How do they like what has been done so far?

"I've been delighted about how well the consortium works together, about the potential we've brought to fruition," says Allison Maires, Education Specialist at the Ventura Regional Sanitation District. "I'm out in classrooms regularly and have talked to several teachers. They unanimously have a positive response to *THINK EARTH*—they love it!"

She adds that after the kids have been through the program, her job of talking to them about solid waste is so much easier because they can go into the topic with more depth. "They really understand the reduce, reuse, recycle idea we're trying to foster at our District."

Sue Meltzer, Supervisor of Educational Programs at Metropolitan Water District of Southern California, discusses the THINK EARTH program and her company's participation in the Consortium.

Solidarity and Cooperation for the Schools

Helen Romero Shaw, community involvement manager with the Southern California Gas Company, says she's impressed with the members who make up the Consortium: the corporations and agencies that have come together in solidarity and cooperation for the schools.

"People have set aside their own interests to create this important curriculum for students. At the Gas Company, we think that it's a very worthwhile program that should have been started sooner."

In the southern part of the Consortium area, Corinne Clawson represents the Orange County Sanitation Districts. She has found *THINK EARTH* to be an extremely worthwhile project, benefiting from so many professionals in the Consortium.

"My agency could never have produced such a program without this group. We're getting exposure to an educational area that we could never have achieved by ourselves."

"My agency could never have produced such a program without this group."

The Metropolitan Water District of Southern California was excited about being part of a major consortium of companies and agencies, according to Sue Meltzer, Supervisor of Educational Programs.

She comments, "We have long supported the idea that changes come about as a result of behavioral training, and that's what this program accomplishes."

Consortium members are committed to getting *THINK EARTH* into the schools in Southern California. Meanwhile, the program's developer, Educational Development Specialists, is making *THINK EARTH* available to companies and agencies across the nation.

This Issue's Highlight: Second Grade Unit Focuses on Solid Waste and Recycling

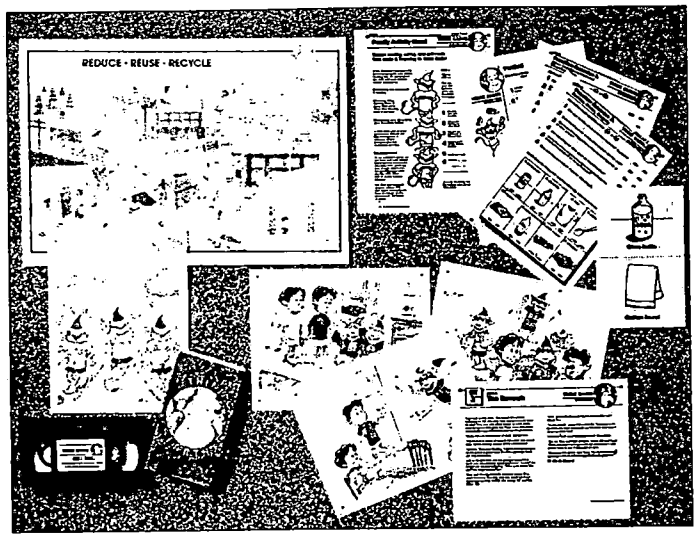
Three little rascals are stars of waste reduction lessons.

Every day, Tony and Tina, who were not only brother and sister but also twins, took the trash out to the alley behind their house. They didn't like the job much because the alley was usually pretty messy. The trash cans were overflowing most of the time and trash was always lying around.

For the past two days, however, they noticed that the alley didn't look so bad. The trash cans were still full, but everything was neatly organized and arranged. Glass bottles were in one box; aluminum cans were in another . . .

So begins the story of Tony and Tina, who will meet the three little rascals and learn all about waste reduction. The story is part of the *THINK EARTH* Grade 2 Unit, where students are introduced to the 3 R's of waste reduction—**reduce** how much they throw away, **reuse** as much as they can, and **recycle** cans, bottles, and newspapers.

Each *THINK EARTH* unit emphasizes one of the *THINK EARTH* themes—conserve natural resources, reduce waste, and minimize pollution—while touching on all the themes and interrelating all elements of the environment—air, land, and water. In the Grade 2 unit, students learn that following the 3 R's—reduce, reuse, recycle—not only creates less trash for the landfills, but also conserves natural resources and reduces pollution.



The skills taught in this unit include identifying recyclable products and recognizing waste-reduction behaviors. The students also learn what they can do to help the environment: save newspapers, aluminum cans, glass, and plastic bottles for recycling; keep reusable things or give them away rather than put them into the trash; and use nondisposable plates, cups, towels, and other items when possible.

Like all other units, this teaching set contains a teacher guide with lesson plans and hands-on activities, colorful posters, illustrated story cards, and reproducible tests and exercises, as well as a home information sheet. The animated *THINK EARTH* video is also included.

How to Help Children *THINK EARTH*

A wide variety of sponsors everywhere find their own ways to distribute educational kits.

THINK EARTH has caught on as a national grass-roots movement. Orders for the educational kits have come from Texas to Wisconsin, from Washington to New Jersey, 38 states in all. They've also arrived from other countries, such as Canada, New Zealand, and India. Many different kinds of sponsors are helping children to *THINK EARTH*—individuals, small business owners, governmental agencies, organizations, companies, clubs, and institutions.

For $85 per school pack, or less than 12 cents per child, *THINK EARTH* can reach more than 700 students and their families over a three-year period, giving them a powerful message about the environment.

But just how do sponsors get the kits to the children? If you're interested in helping your local schools teach about the environment, you might consider some of the following ways to distribute the *THINK EARTH* materials:

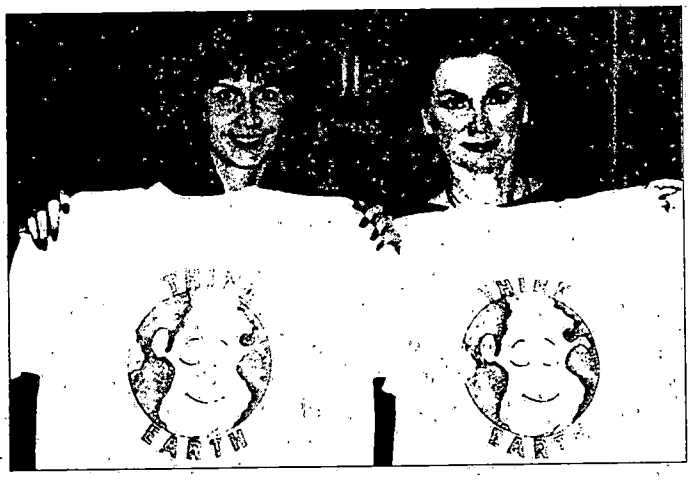
- Take the *THINK EARTH* school packs to schools in your area.
- Use the free school mailers provided with *THINK EARTH* materials to determine demand and then order and distribute accordingly.
- Hold a school district workshop to inform officials about the program and find out about demand.
- Offer *THINK EARTH* in your educational services catalog.
- Conduct teacher workshops and show the *THINK EARTH* video to K-3 teachers at local schools before distributing units.

THINK EARTH Gets Big Send-Off in Los Angeles

Consortium members join children at "live" demonstration of lessons, skits, and song.

The Earth was smiling and so were the participants at the *THINK EARTH* kick-off staged at Canfield Elementary School in Los Angeles on April 18, 1991. The lively demonstration by a class of first and second-graders included a lesson about resource conservation (taught expertly by two students), several skits, and a rousing rendition of the *THINK EARTH* song.

Members of the audience, seated on pint-sized chairs, represented the 14 corporations, utilities, and public agencies who have committed about $500,000 to developing and distributing the *THINK EARTH* materials. They were impressed with the understanding of environmental issues the children had developed from their relatively few *THINK EARTH* lessons.



Teachers Lori Forkin (left) and Dolores LaMore are awarded THINK EARTH T-shirts following their classroom demonstration at Canfield School Kick-off.

Children at Canfield Elementary School sing the THINK EARTH song.

The letters announcing the availability of free *THINK EARTH* K-3 school packs were mailed to 3,420 principals and district superintendents across Southern California in January 1991. Since then, more than 1,700 schools have returned their cards to order the materials.

Usually, the schools receive their kits within 2 or 3 weeks. Principals are encouraged to introduce the materials to all K-3 teachers so they can work out a plan for sharing the units for each grade level.

About This Newsletter

The *THINK EARTH* newsletter is published twice a year. It features news about the latest *THINK EARTH* products and provides ideas for successful partnerships in business and education. In future issues, look for stories about people involved with *THINK EARTH* and for a special activity page for teachers. For more information about *THINK EARTH* or about how to order school packs or *THINK EARTH* products, such as tote bags, T-shirts, and badges, please call (213) 420-6814.

THINK EARTH
Environmental Education Program
Educational Development Specialists
5505 East Carson Street, Suite 250
Lakewood, CA 90713

What's Inside:

Distribution starts . . .
Consortium members tell all . . .
How to be a sponsor.

3. How is the partnership distinctive or innovative? What obstacles, environmental or otherwise, does it overcome?

The Think Earth Program is distinctive because a broad spectrum of 15 environmental companies and agencies pooled their resources to develop and distribute an environmental program for schools. With such a diverse group, a major obstacle was agreeing on program content. It would have been easy to develop 15 separate programs that reflected the specific interests of each partner. However, out of this diversity a broad, unbiased curriculum was developed. Also, pooling their resources, rather than working individually, produced a higher quality program. This quality and the comprehensive nature of the program makes it more acceptable and useful to schools.

4. What measurable environmental or conservation benefits has the partnership produced?

The *Think Earth* K-3 program has reached 2,000 of the 3,500 elementary schools in Southern California. More than 10,000 teachers have taught the units to nearly 500,000 students. The program has nationwide distribution and an estimated 500,000 students have been reached outside Southern California.

In field tests students averaged 58% on unit pretests (near-guessing level) and nearly 90% on postests. Ninety-five percent said they liked the program and would do more now to help the environment than prior to the program. Nearly all of the teachers indicated they would teach the program again.

5. What aspects of the partnership can be modeled by others and transferred to other settings?

The environmental problems we face today are not isolated concerns that can be solved by individual agencies. We need public support and education. The Think Earth consortium is a practical, cost-effective organizational model for others. Environmental agencies and companies around the country can join together to pool resources to develop and distribute environmental education programs, or, even more cost-effective, to distribute *Think Earth*. While consortium partners had a "learn as you go" challenge in the area of distribution, they soon developed feasible distribution options and other groups can benefit from their experience.

THINK EARTH™

Environmental Education Program

K-3 Field Test Abstract

Four environmental units for kindergarten through third grade being developed under the *Think Earth* Project were field tested during May of 1990. The units were used with more than 1,000 students from 42 classrooms at 12 schools throughout Southern California.* These schools represented a cross-section of the locations and socioeconomic levels found in this region. Each unit contained the teacher and student materials needed to conduct 4 daily lessons on the unit's unit outcomes.

The data collected during the field test focused primarily on 1) student achievement of unit outcomes, 2) student attitudes toward the units, 3) student behaviors related to the environment, and 4) teacher attitudes toward the units. Prior to teaching the units, teachers attended short orientation meetings conducted by field test site coordinators. Coordinators then held debriefing meetings with teachers at the end of the field test.

Student achievement during the field test is summarized below:

Grade Level	Classrooms	Pretest ($\bar{X}$% Correct)	Posttest ($\bar{X}$% Correct)
1*	12	72	89
2	13	69	90
3	6	54	82
Total 1-3	31	65	87

*Tests were not included at the kindergarten level.

The pretests and posttests were constructed such that random guessing would result in mean scores of 50 percent. Thus, the scores shown above represent little student knowledge prior to instruction and mastery-level attainment of program outcomes after instruction.

THINK EARTH *Environmental Education Program*

Outcome Summary for Each K-3 Unit

Unit Focus	Outcomes (Abridged)		
	Concepts	**Skills**	**Behaviors**
Kindergarten (Conservation)	• Natural environment includes sun, air, land, water, plants, animals. • Trees provide many uses and benefits, including paper products. • Wasting paper and littering can harm the environment.	• Identify products made from trees • Identify paper-saving and litter-avoiding behaviors	• Use only the paper towels, napkins, and other paper products really needed • Make sure all trash ends up in the trash can • Use only as much water as needed
First Grade (Conservation)	• The natural environment provides valuable resources for us to live. • We waste natural resources in many ways in our homes. • Our families can do many things to conserve natural resources and produce less waste.	• Identify natural resource base of given products • Identify resource-conservation behaviors	• Turn off unused lights, televisions, and other appliances when not being used • Turn off water faucets when finished and while brushing teeth • Close doors and windows when heat or air conditioning are on
Second Grade (Waste reduction)	• We use natural resources to make many products. • When we bury our trash in landfills, the natural resources are lost and can't be used again. • Recycling cans, bottles, newspapers, plastic, and yard waste conserves natural resources, saves energy, saves land, and reduces pollution.	• Identify recyclable products • Identify waste-reduction behaviors	• Save newspapers, aluminum cans, glass, and plastic bottles for recycling • Keep reusable things or give them away rather than put them in trash • Use reusable rather than disposable plates, cups, towels, and other items when possible
Third Grade (Pollution control)	• Producing, distributing, consuming, and disposing of products all create waste that goes into our water, onto our land, and into our air. • Waste can and does pollute the environment. • Air pollution from burning fossil fuels is difficult to control. • All of us can do things to help control pollution.	• Identify ways air, water, and soil can become polluted • Identify ways to help minimize pollution	• Walk or ride bike when possible instead of riding in car • Carpool or ride public transportation when possible • See that all trash, including hazardous wastes, are disposed of properly • Conserve energy, water, paper, and other resources

[redacted]IFORNIA STATE UNIVERSITY
SAN BERNARDINO

The California
State University

May 15, 1992

The President's Environment and Conservation
Challenge Awards Council on Environmental Quality
The White House
722 Jackson Place, NW.
Washington, D.C. 20503

Attention: Award References

SCHOOL
OF
EDUCATION

[redacted]0-5600

I am an Educator Member of the Southern California *Think Earth* Environmental Education Consortium. As such I was, and am, directly involved as an education advisor in the development of the *Think Earth* curriculum.

The working partnership among the various energy-related and educational members of the consortium greatly contributed to the effectiveness and success of the *Think Earth* program. We were a team consisting of the scholar (educator members), the curriculum maker (Educational Development Specialists), the teacher (some consortium representatives and educator members), the evaluator (entire consortium), and the student (field-test participants).

The job of the educational advisors was to review program content and form and to ensure its "teachability." People sometimes underestimate the importance of the instructional products teachers are given to teach environmental education. High quality, effective programs are critical because what happens between teachers and students in the classroom really determines what students actually learn and whether they acquire environmentally supportive attitudes and behaviors.

Because the *Think Earth* curriculum is based on the sound instructional technology of objective-based instruction, field-testing, analysis of achievement data, and revision, it promotes student learning in a measurable way. The result is that teachers indicate they will use this program again and again because of the positive environmental attitudes and behaviors that the students acquire.

[redacted]

5500 University Parkway, San Bernardino, CA 92407-2397

It is gratifying to be involved with an organization such as the consortium that is providing sound environmental education to our schools in an effective, efficient, and professional manner.

Sincerely,

Darleen Stoner

Dr. Darleen Stoner
Professor, Environmental Education and
Director, Environmental Education Resource Center

CITY OF LOS ANGELES
CALIFORNIA

DEPARTMENT OF
ENVIRONMENTAL AFFAIRS

LILLIAN Y. KAWASAKI
GENERAL MANAGER

200 N. SPRING ST.
ROOM 1500, MS 177
LOS ANGELES, CA 90012
(213) 237-0462

TOM BRADLEY
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MARILYN M. MORTON
PRESIDENT
GARY R. AYALA
VICE-PRESIDENT

ROBERT L. BURKETT
BARBARA MIYAMOTO
JILL L. RATNER

May 15, 1992

President's Environment and Conservation
Challenge Awards Program
Attention: Awards References
The White House Council on Environmental Quality
722 Jackson Place, N.W.
Washington, DC 20503

Subject: Think Earth Environmental Education Program

Dear Selection Committee Members:

I am pleased to support the Think Earth Environmental Education Program, an excellent curriculum due to its comprehensive, interactive format. However, what may be most significant about Think Earth is its evolution and creation.

The development of Think Earth was a unique collaborative effort of Southern Californian water agencies, energy companies, air quality boards, and waste management districts, and educators from Southern California school districts, colleges, and universities. This consortium of agencies, companies, and educators is a public-private partnership in every sense of the term. By identifying the need for this curriculum, and establishing a common goal, the consortium worked together to sponsor Think Earth - a special environmental education program.

Consortium member representatives were active participants in the development of the instructional materials, activities, and accompanying videos; each consortium member also contributed financially to the program. By pooling ideas, resources, and finances the consortium produced a high-quality set of instructional materials. This consortium serves as a model of cooperation and collaboration. The results - an excellent environmental education program made available at no cost to Southern California schools - may be the best measurement of the Think Earth consortium's success!

I highly recommend Think Earth as deserving of the President's Environment and Conservation Challenge Awards. I commend the consortium for developing a program that approaches the environment in a comprehensive way while teaching behaviors to conserve resources and minimize pollution. If I may be of any further assistance, please do not hesitate to contact me at (213) 237-0352.

Sincerely,

Lillian Y. Kawasaki

Lillian Y. Kawasaki
General Manager

AN EQUAL EMPLOYMENT OPPORTUNITY – AFFIRMATIVE ACTION EMPLOYER Recyclable and made from recycled waste.

Linda Peck
Brywood Elementary School
Irvine Unified School District
No. 1 Westwood
Irvine, CA 92720

April 28, 1992

The President's Environment and Conservation Challenge Awards
Council on Environmental Quality
The White House
722 Jackson Place, NW
Washington, DC 20503

Attention: Award References

Last year, I field tested the *Think Earth* second-grade unit. The teacher's guide provided all the necessary directions and an ample amount of lesson guidance.

My class used the resource cards for a trash sack activity, sorting and classifying recyclable and non-recyclable items as well as those that were replaceable and non-replaceable. The accompanying video was popular; students asked to see it many times during the unit. We tried activities suggested in the guide, such as drawing pictures to go with creative writing, eventually making a classroom book that was read over and over.

Story cards were also a treat for students. After reading the cards as a class, students wrote their own stories about the characters Reduce, Reuse, and Recycle. As well, students delighted in looking at the large, colorful poster that we hung in the classroom, discussing details with one another.

When my second graders began the *Think Earth* program, students scored 50-60 percent on the accompanying environmental pretest. After two weeks of activities, however, every child scored between 80-100 percent on a posttest. As a concluding activity, children made sculptures from trash and displayed them for parents at our school's open house. As I wandered the halls during the event, I overheard numerous *Think Earth* exchanges. I can't wait to begin the third-grade unit now that I'm teaching a new level.

Sincerely,

Linda Peck

Linda Peck
Teacher

Application Summary

ID Number: P.077

Project: New England Electric/Conservation Law Collaborative Effort

Contact: Ms. Mary H. Smith
New England Electric System
25 Research Drive
Westboro, MA 01582-

Telephone:
(508) 366-6551

Summary: The unlikely union of an electric utility (NEES) and an environmental group (CLF) has resulted in two major achievements: the development of one of the nation's most successful energy conservation programs and regulatory approval for a utility earnings incentive. The "power plant that conservation built" significantly reduced the utility's carbon dioxide emissions and the need for new capacity. Only in partnership could these results have been achieved.

NOTE: Some technical evaluators provided written opinions, based on their view of the criteria. The following is included for your background only.

Comments: Very impressive partnership between former adversaries -- electric utility and environmental groups. Partnership revolutionized rate-making in 3-state region, serving as a model for entire U.S. Tremendous environmental benefits, as well as educational value. Only weakness in the application was lack of explanation of future goals, plans. Results well-quantified.

NEES, through its collaborative effort with CLF, took on the challenge of instituting a massive energy efficiency program to reduce energy consumption. Proven that energy efficiency programs can greatly reduce the amount of CO2 emmitted into the atmosphere and at those measures can be cost effective. Programs are essential to reducing emissions of global warming pollution, and the effort serves as model to be replicated. However, it should be noted the NEES program is only the most publicized of a number of energy efficiency programs instituted by northeast utilities and environmental groups. Because NEES took initiative and because it was completed first, it can be looked upon as a model for utilities around the nation to replicate. But a number of other northeast utilities stand with NEES head and shoulders above other utilities around the nation.

#5.) Four years ago, New England Electric System companies (NEES) and the Conservation Law Foundation (CLF) embarked on an unlikely joint venture -- the union of electric utility and environmental group. At a time when utilities across the country were finding it difficult to build new power plants, groups such as the CLF were effectively arguing that energy conservation, not new power plants, should provide the needed capacity. Formed as an alternative to working out their differences within the regulatory arena, the partnership resulted in the implementation of the largest, most comprehensive, cost-effective conservation program in the nation in proportion to the utility's size.

Hoping to bridge their differences, officials from NEES and the CLF met for lunch in 1988 and sketched out a proposed collaborative on a paper napkin. The unceremonious meeting began one of the nation's most innovative and successful partnerships. Challenged with the joint goal to lessen environmental impacts through conservation, NEES and the CLF developed an agreement which committed the utility to a substantial increase in conservation spending (up to $40 million that first year).

NEES, in cooperation with the CLF, developed a comprehensive series of cost-effective new energy conservation programs for its commercial, industrial and residential customers. The partnership heralded a new era in utility-sponsored energy-efficiency efforts.

Subsequently, improvements within the partnership evolved. A primary concern of NEES was the ability of the utility to maintain such a high level of funding for its conservation programs without jeopardizing the company's overall financial stability. NEES' options involved slowing the development of its conservation and load management (C&LM) program to an average utility level, or gambling that a truly first-class level would yield a sound regulatory response allowing the utility to profit from its efforts. Again, NEES and the CLF rolled up their sleeves. The result was another breakthrough.

In the fall of 1989, NEES and the CLF jointly filed in each of the three states NEES serves, a proposal for a new C&LM program which would be the largest in the nation proportionate to NEES' size. NEES proposed to spend $65 million on its C&LM efforts in 1990 and asked the regulatory agencies in the three states to allow NEES to share in the savings that its conservation expenditures would save its customers. All three states approved variations of the NEES/CLF incentive proposal. For the first time in the region's history, an electric utility was allowed to earn a return on its conservation expenses at the state level. The action assured the continuation of utility-sponsored conservation programs and increased investment on NEES' part. In 1991, despite flat electricity demand and a national recession, NEES spent $92 million and proposed to spend $108 million in 1992. The NEES/CLF partnership continues on a day-to-day basis to support these efforts.

Clearly, the NEES/CLF partnership has been a win-win situation for all concerned -- NEES, its customers, the CLF, and the environment. More than 550 gigawatthours (GWH), or enough power to supply 80,000 households for one year, was saved. The "power plant that conservation built" has already displaced the need to burn fossil fuels saving approximately 320 million pounds of carbon dioxide emissions. By 2000, NEES expects its efforts to supplant the need for 800 megawatts (MW) of generation and to contribute to an overall 45 percent reduction in net weighted air emissions. Without their partnership, NEES and the CLF could not have achieved the same results.

#6.)

A-1.) Partnership members include:

- **New England Electric System companies (NEES)**, a public utility holding company headquartered in Westborough, Mass, whose subsidiaries serve more than 1.2 million customers in Massachusetts, Rhode Island and New Hampshire, and
- The **Conservation Law Foundation of New England (CLF)**, a Boston-based, non-profit environmental group.

The role of both organizations is to work jointly toward the promotion of conservation and load management (C&LM) efforts. Individually, NEES is responsible for the development and implementation of its programs and the CLF serves as a review board for existing and future programs. Both groups have expertise in the design and implementation of conservation programs.

A-2.) The partnership's objective is to deliver to NEES' customers in all market sectors a complete package of comprehensive, cost-effective C&LM programs. A sustainable plan of action for meeting these needs has been established and involves an on-going review process. A working relationship exists to review and revise all C&LM activity on an on-going basis. NEES also funds a team of expert advisors, with experience in energy efficiency investment programs around the nation, identified by and working for the CLF. New programs as well as existing ones are continually under review by the partners.

A-3.) Forged by two natural adversaries, the NEES/CLF partnership is a unique joint venture. Prior to the partnership, the region's utilities looked warily upon the CLF since the group held a naturally opposing view on the issue of energy policy. NEES was a pioneer in its attempt to bridge these differences wagering a partnership could be mutually beneficial. Compromise, rather than regulatory battle, yielded a win-win situation for all concerned -- NEES, its customers, the CLF, and the environment. By working together rather than individually, a successful multi-million dollar conservation program became a reality.

A-4.) The partnership's four-year effort has to-date saved more than 550 gigawatthours (GWH) of energy which is enough power to supply 80,000 households for one year. The effort also displaced the need for 227 megawatts (MW) of peak capacity, increasing the system's reliability. In addition, the energy savings reduced the need to burn fossil fuels eliminating approximately 320 million pounds of carbon dioxide emissions. The savings also represent more than $450 million in value to NEES customers.

A-5.) All aspects of the partnership could be used today as a model for other electric utilities. By drawing upon four years of NEES' experience, other utilities can begin their efforts ahead of the game, able to model not only similar partnerships, but also a successful array of conservation programs. In addition to serving as a model for other utilities, the CLF partnership also served as a model for NEES itself during the development of the utility's new environmental initiative, NEESPLAN 3. Based on the structure of the CLF partnership, NEES created an environmental collaborative including members of the environmental, consumer, business and academic communities to focus on other environmental goals of the utility to be achieved during the next decade. Clearly, the CLF partnership serves as a useful model for other utilities, and left a lasting impression on NEES itself.

Application Form–1992

Please read the application form carefully and provide all information requested. Please type or print clearly. Supplementary pages should follow the format of this form as closely as possible. Incomplete applications will not be considered.

P.07

1. Select the Award category for which you are competing:
(Note: A program may be entered in only one category. See descriptions of categories in Question 6.)

(01) ✓ Partnership
(02) ___ Environmental Quality Management
(03) ___ Innovation
(04) ___ Education and Communication

2. Name of the project or program described in this application:

New England Electric Conservation Law Foundation Collaborative Effort

3. Name of Award Applicant(s): *(Use separate sheet, if needed)*

__ Mr. __ Mrs. X Ms. __ Miss __ Dr.

Name: Cheryl A. LaFleur

Title: Vice President

Organization: New England Electric System

Street: 25 Research Drive

City: Westboro State: MA Zip: 01582

Telephone: (508) 366-9011 Fax: (508) 366-6551

4. Program contact who can answer questions regarding the application:

__ Mr. __ Mrs. X Ms. __ Miss __ Dr.

Name: Mary H. Smith

Title: Coordinator

Organization: New England Electric System

Street: 25 Research Drive

City: Westboro State: MA Zip: 01582

Telephone: (508) 366-9011 Fax: (508) 366-6551

NOTE: The Selection Committee will rely heavily on Questions 5-6 in determining how well the application meets the award criteria.

5. Please attach a one-page (not to exceed 500 words) summary, suitable for publication, which provides a complete overview of the application. The one-page response should be clear, concise, and should emphasize quantifiable results or benefits of the program.

6. A-D: Please answer *only* the following Award cri questions pertaining to the specific Award category which you are applying. *(For example: Partnership ca answer questions A1-A5; EQM, B1-B7; Innovation, C1- Education, D1-D5).*

Answers should be clear, concise and ***should empha quantifiable results or benefits*** of the program. Eacl answer to a sub-question should not exceed 100 wo Taken as a whole, all answers to criteria questions s not exceed two pages.

A. PARTNERSHIP: awarded to diverse organizatio groups that have fostered cooperative approaches t ronmental needs at the local, regional, or national l

1. Who are the partnership's members? What are roles? What resources do they bring to the partn

2. What are the partnership's specific environme conservation objectives? Has a sustainable plan certed action for meeting these needs been estab

3. How is the partnership distinctive or innovati What obstacles, environmental or otherwise, do overcome?

4. What measurable environmental or conservat benefits has the partnership produced?

5. What aspects of the partnership can be model others and transferred to other settings?

B. ENVIRONMENTAL QUALITY MANAGEME awarded to organizations which have demonstrat environmental values can be integrated into soun agement decisions and objectives. *(Note: This cat reflects broad-based organizational approaches. Sp programs or projects may be more appropriate for in one of the other three award categories.)*

1. What are the organization's environmental pc and objectives?

2. How has the organization's top management demonstrated commitment to these policies and tives? Do the policies demonstrate commitment beyond legal compliance?

3. What are the organization's environmental st dards for its product(s) and operations? *(Explain they go beyond legal constraints and how they relate agement control mechanisms.)*

4. How are these policies and objectives incorpo the: *a) Day-to-day management of the organization; nization's decision-making about research and develo long-range planning, capital, and operating budgets?*

5. How are these policies and objectives reflected in the organization's relationships with employees, customers, suppliers, and the general public?

6. What are the organization's control mechanisms that give decision makers objective data to measure continuous performance improvement toward its short- and long-term environmental objectives?

7. What quantifiable, sustained environmental quality results in products and processes have resulted from the organization's environmental approach?

C. INNOVATION—awarded to individuals, organizations and groups who have demonstrated exceptional creativity or pioneered new approaches in the development and/or execution of technologies, programs, projects, or services that are environmentally sound and economically sensible?

1. What is the purpose of the technology, program, project or service?

2. How is the technology, program, project, or service distinctive or innovative? What obstacles, environmentally or otherwise, does it overcome?

3. How is the technology, program, project, or service superior to other approaches? Does it offer a viable alternative to a problem for which no solutions previously existed?

4. Can the technology, program, project or service be replicated in an economically feasible manner?

5. What are the measurable, net long-term environmental benefits or results of the technology, program, project, or service?

D. EDUCATION AND COMMUNICATION—awarded to individuals, organizations, or groups which have developed educational or informational programs that inspire respect for the environment and raise the public's environmental literacy.

1. What is the program? What are its environmental or conservation objectives?

2. Who is the program's audience? How large is the audience? How is the program's effect on the audience determined?

3. What is original or distinctive about the program?

4. What are the measurable results or benefits produced by the program? How does the program promote the development of an environmental ethic and make a positive contribution to environmental awareness?

5. How can the program be used or modeled by others?

NOTE: The following questions are for informational purposes.

7. How long has the technology, program, project or service been operational?

4 Years

8. Which of the following most accurately describes the applicant(s)? (Check more than one, if applicable.)

(01) ___ National Business or Industry
(02) _X_ Regional or Local Business or Industry
(03) ___ National Nonprofit Organization or Foundation
(04) ___ Regional or Local Nonprofit Organization
(05) ___ Local or State Government/Government Agency
(06) ___ Educational Organization
(07) ___ Voluntary Civic Organization
(08) ___ Trade or Professional Society
(09) ___ Youth Organization
(10) ___ Labor Organization
(11) ___ Individual
(12) ___ Other (Please describe):_____

9. If business or industry, which of the following best describes the type of business or industry?

(01) ___ Agriculture/Forestry
(02) ___ Aerospace
(03) ___ Communications
(04) ___ Construction
(05) ___ Electronics/Computers
(06) ___ Energy
(07) ___ Engineering
(08) ___ Environmental Services
(09) ___ Financial Services/Insurance/Real Estate
(10) ___ Manufacturing—Chemical
(11) ___ Manufacturing—Other
(12) ___ Mining
(13) ___ Recreation
(14) ___ Trade—Wholesale
(15) ___ Transportation
(16) _X_ Utilities—Electric, Gas or Electric
(17) ___ Other (Please describe): _____

10. Which of the following most accurately describes the environmental program under consideration for an award? (Check more than one, if applicable.)

(01) ___ agriculture
(02) ___ air quality
(03) _X_ conservation
(04) ___ education—general public
(05) ___ education—academic
(06) ___ energy
(07) ___ environmental quality management
(08) ___ forestry
(09) ___ hazardous waste remediation
(10) ___ international
(11) ___ natural resources

(12) ___ pollution control
(13) ___ recreation
(14) ___ recycling
(15) ___ solid waste
(16) ___ source reduction/pollution prevention
(17) ___ water quality
(18) ___ wetlands
(19) ___ wildlife and fish resources
(20) ___ Other (Please describe):_____

11. If applicable, list the sources of the program's support and the percentage of support provided, including grants and in-kind contributions of goods and services. *(Use separate sheet if needed).*

Source NA % _____

Source _____ % _____

Source _____ % _____

12. Please estimate the cost to develop the program or project, including approximate value of in-kind contributions of goods and services:

$ Approximately $400,000

13. If the project is ongoing, what is the annual cost?

$ Approximately $350,000/yr

14. Please indicate which of the following are the primary audiences, beneficiaries, or users of the program or service, and estimate how many persons are served: (Select up to 3 categories.)

Type	How Many People
(01) __ Business or Industry	
(02) __ Trade or Professional Society	
(03) __ Government	
(04) __ Educational Organizations	
(05) __ Youth	
(06) __ Community or Public Interest Groups	
(07) __ Local Community or Local Public	
(08) __ General Public	
(09) __ Employees	
(10) __ Customers or Clients	1.2 Milli
(11) __ Other (Please describe): _____	

15. Has the program been honored with any other environmental or conservation awards in the past five years?

No

16. In one paragraph (not to exceed 50 words), please **summarize the program, its objectives and what it has accomplished.** Use space provided below. This paragraph should be suitable for use in a catalog, database or brochure.

#16) The unlikely union of an electric utility (NEES) and an environmental group (CLF) has resulted in two major achievements: the development of one of the nation's most successful energy conservation programs and regulatory approval for a utility earnings incentive. The "power plant that conservation built" significantly reduced the utility's carbon dioxide emissions and the need for new capacity. Only in partnership could these results have been achieved.

17. Please include 3 one-page letters of recommendation attached to the application when it is submitted for consideration. Letters should be addressed: "Attention: Award References." References should have first-hand knowledge of the environmental program, service, or technology and should offer a candid evaluation of its success or effectiveness. References may also include users or beneficiaries of your program.

NOTE: Letters of recommendation must accompany the application when it is submitted to CEQ. Letters sent directly to CEQ will not be considered. Please list the references in the spaces below.

Name: Mary Kilmarx

Title: Director of Energy, Policy & Plng.

Street: Rhode Island Public Utilities Commission
100 Orange Street

City: Providence State: RI Zip: 02903

Telephone: (401) 277-3500 Fax: (401) 277-6805

Name: Henry Lee

Title: Executive Director

Street: Harvard University
79 J.F.K. St., Belfer Bldg., Rm 302

City: Cambridge State: MA Zip: 02138

Telephone: (617) 495-1350 Fax: (617) 495-1635

Name: Janet G. Besser

Title: Manager, Energy Planning

Street: New Hampshire Public Utilities Commission
8 Old Suncook Road

City: Concord State: NH Zip: 03301

Telephone: (603) 271-6047 Fax: (603) 271-3878

18. Please sign below to indicate that all applicants agree a) to abide by the rules and requirements of the awards competition, and b) that all information submitted is true and accurate to the best of their knowledge.

Signature: [signature] Date: 5/22/92

Title: VP- Demand Side Management Organization: New England Power Service Co.

Telephone: 508-366-9011

How to Apply

Completed applications must be postmarked by May 22, 1992 and mailed to the:

The President's Environment and
Conservation Challenge Awards
Council on Environmental Quality
The White House
722 Jackson Place, NW
Washington, DC 20503

All information submitted with the application should be considered public information and becomes property of the President's Challenge Awards program.

Award recipients will be notified in Fall 1992. Recipients must be willing to assist the President's Challenge Awards program in making nonproprietary information about their environmental programs available to others who wish to replicate their success.

Application Format

Please submit one original and four photocopies of your application. You may include up to 10 pages of supporting materials. (NOTE: Photocopying both sides of a sheet of paper will be considered two-pages.) Any oversized items must be reduced to fit a standard 8.5" x 11" page format.

Supporting materials may include items such as brochures, photographs, press clippings, and graphs depicting the program's results. The materials may not be used as a substitute for written responses to Questions 5 and 6.

The order of pages in the submitted application should be as follows:

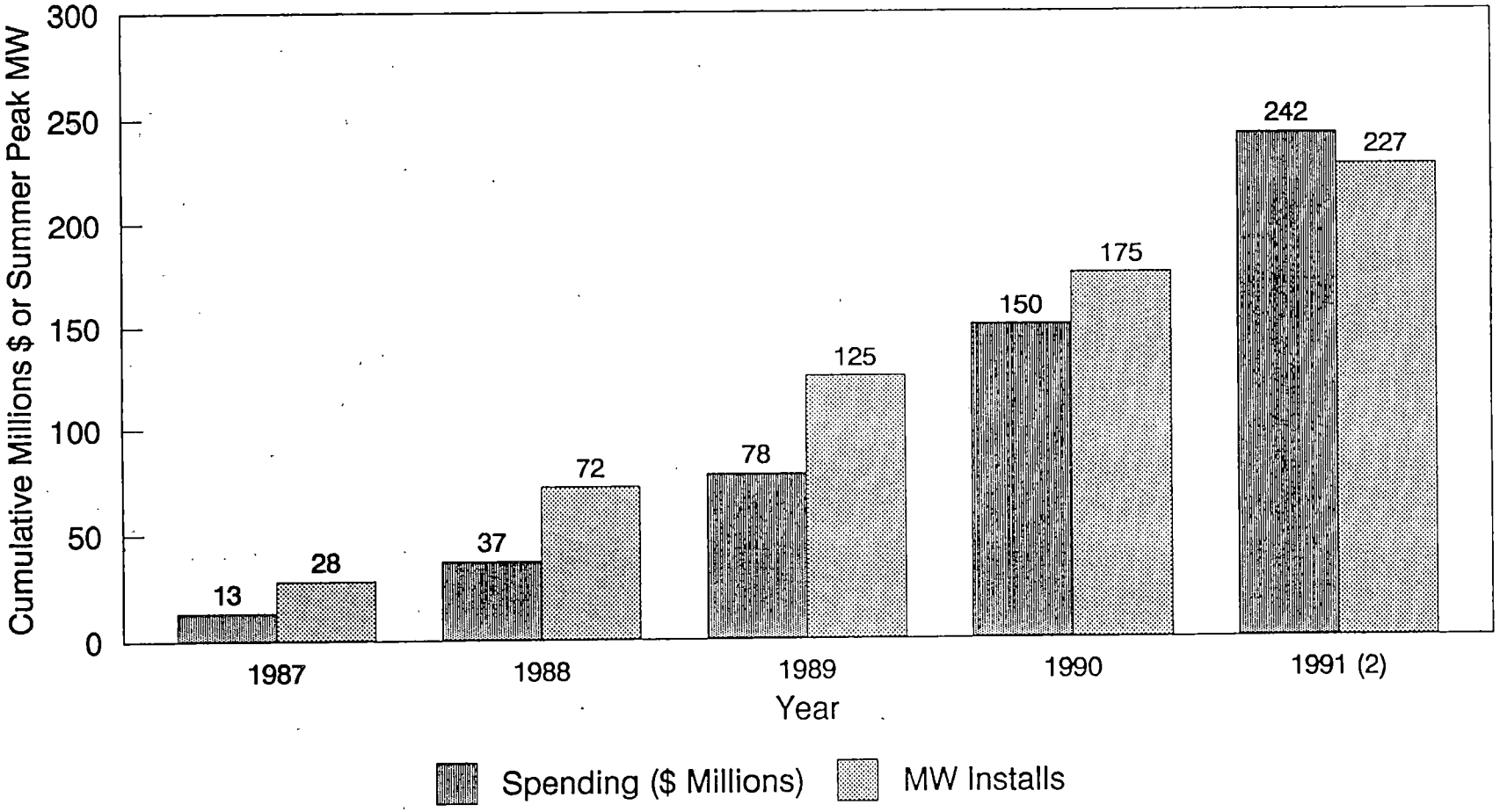
1. 4-page application (Questions 1-20)
2. 500-word overview summary (Question 5)
3. 2-page responses to criteria questions (Question 6)
4. 10 pages of supporting materials
5. 3 letters of recommendation (Question 17)

NOTE: The entire package should be stapled in the upper, left-hand corner. Any items sent over the 10-page limit of supporting materials will be disregarded and not reviewed by the technical evaluators and selection committee. Do not put the application or backup materials into a binder, notebook or plastic cover.

OMB Control No. 0331-0002, (Exp. 2/95): As required by the Paperwork Reduction Act, CEQ estimates that completion of this application will take 10 hours. Send comments regarding the collection of this information, including suggestions for reducing the paperwork burden, to CEQ and also to: Paperwork Reduction Project, Office of Management and Budget, Office of Information and Regulatory Affairs, 725 17th Street, NW, Washington, D.C., 20503

Figure I.5.1.

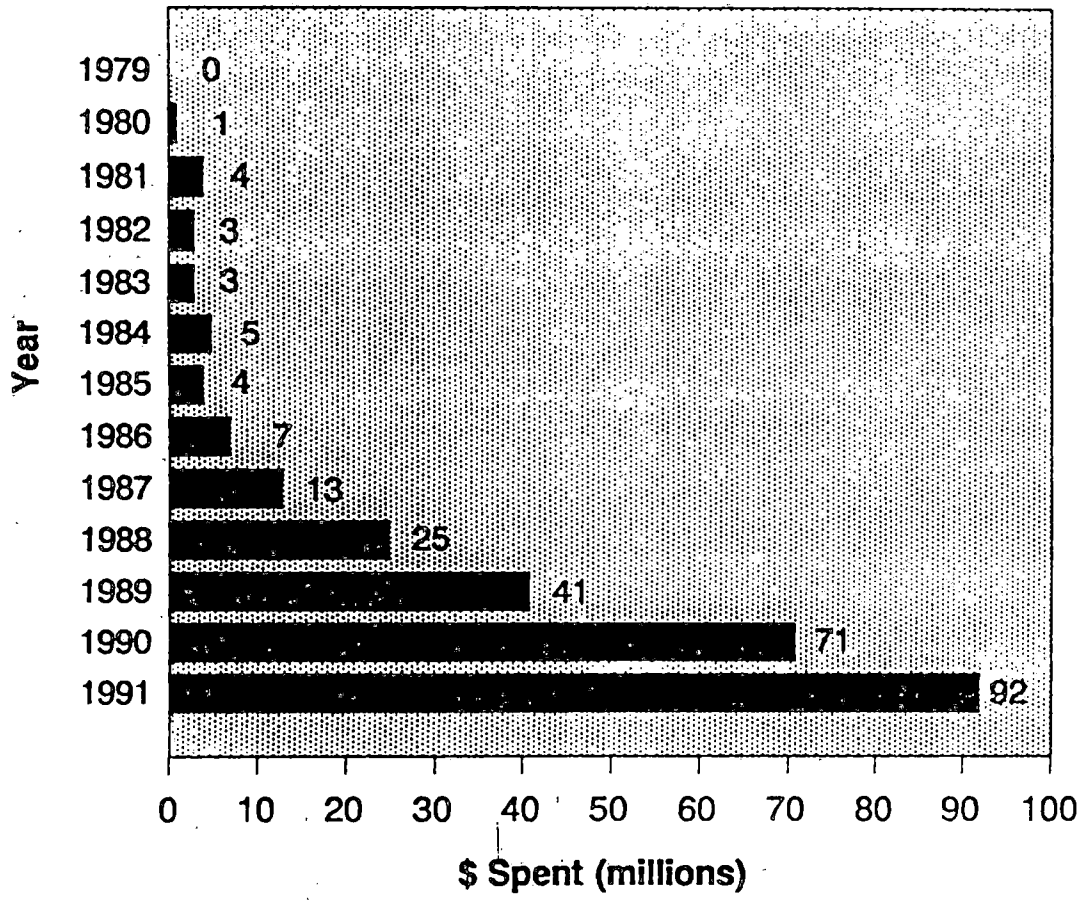
NEES Companies Cumulative DSM Expenditures (1) And Installed Savings 1987 - 1991



(1) Expenditures include all DSM R&D and planning costs as well as DSM implementation and evaluation spending for the NEES Companies.

(2) 1991 cumulative installed savings include premliminary estimates of savings installed in 1991, which have not yet been adjusted for 1991 evaluation results. In addition, 1991 savings reflect a 7.6 MW decrease in savings available through Cooperative Interruptible Service.

DSM Spending
At New England Electric



- 1979 NEESPLAN
  - Initial commitment to conservation
- Mid-1980's begin collaboration with Conservation Law Foundation
- 1987 "Partners in Energy Planning"
- 1989 Incentives approved
- Largest DSM effort in nation as proportion of revenue

Making Conservation Pay: The NEES Experience

In New England, utilities and regulators are forging a new regulatory compact — one which builds on the old model, but recognizes the need for different forms of compensation for different kinds of service.

John W. Rowe

***John Rowe** is president, chief executive officer, and a director of New England Electric System. Prior to joining NEES in February 1989, Mr. Rowe served as president and CEO of Central Maine Power, during which time he redirected the company's resource policies and restored its balance sheet. Before joining CMP in 1984, he served as senior vice president of law for Conrail, and prior to that was a partner at the Chicago law firm of Isham, Lincoln & Beale, where he served as lead counsel in restructuring of a major railroad. Mr. Rowe is a graduate of the University of Wisconsin and the University of Wisconsin Law School, where he was a member of Phi Beta Kappa and Order of the Coif.*

In recent months, the companies of the New England Electric System[1] have gained modest notoriety for the size and scope of the conservation and load management program ("C&LM") we offer to our customers. We have gained almost as much attention for the incentive systems which make these programs a sound business opportunity.

Here, I shall describe the development of C&LM at NEES and identify some of the problems that the regulators of Massachusetts, Rhode Island, and New Hampshire have solved. I shall also identify several problems we have not eliminated, and conclude with an observation about applying this experience to other areas of utility regulation.

I. Initial Experience

NEES began encouraging C&LM in 1979 with NEESPLAN, our strategic plan, due to the increasing cost of new power plants and increasing environmental opposition to those facilities.[2] These early efforts were low-cost and experimental, consistent with what has become known as the "no losers" or price minimization test. (The cost of conservation must not exceed the difference between the utility's avoided cost and its retail price for electricity.)

In the mid-1980s, the New England states instituted the current "full avoided cost" or "total bill minimization" approach (the cost of conservation must be less than the avoided cost of electricity).[3] Accordingly, my predecessor, Samuel Huntington, began to increase the scale of our C&LM effort, working with a leading New England environmental group, the Conservation Law Foundation (CLF).

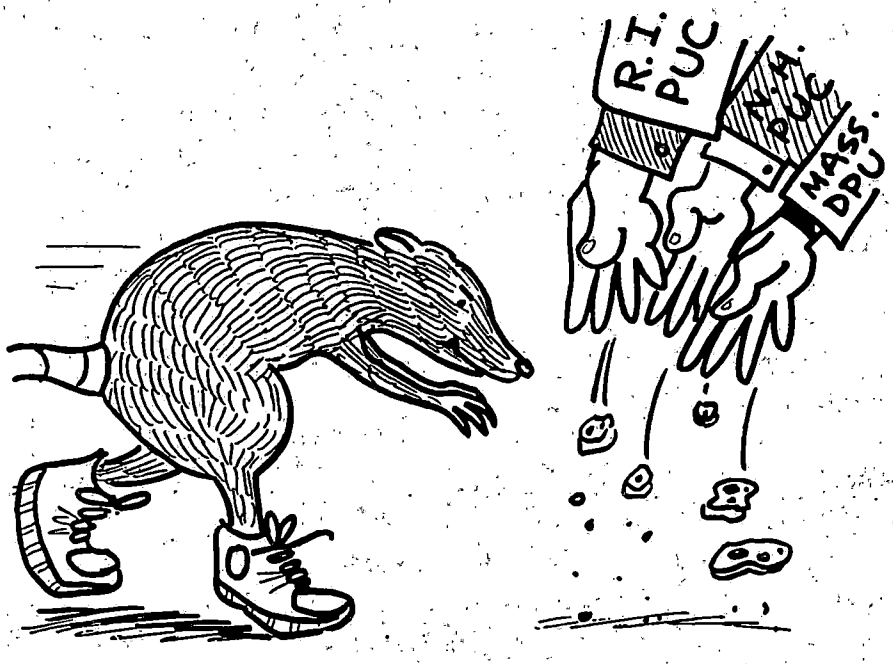
When I arrived at NEES in early 1989, the C&LM budget had risen to $40 million, provoking serious concern about NEES' ability to continue the effort. On the one hand, the public policies were clear and NEES has a tradition of exceptional responsiveness to those policies. On the other hand, conservation expenditures at this cutting-edge level posed serious business risks without offsetting rewards.

Our alternatives were slowing the development of C&LM to an average utility level or choosing to believe that a first-class effort would yield a sound regulatory response. Several regulators had indicated willingness to consider more favorable financial systems in order to speed implementation. Working with Doug Foy and Armond Cohen of CLF, we chose the riskier but more promising course.

II. 1989: The Second Level

In 1989, NEES committed itself to becoming the nation's best conservation utility and asked the regulators to respond. NEES and CLF proposed a $65 million C&LM program (nearly 4% of 1989 revenues), and jointly requested that the NEES companies be awarded a share in the savings expected to be generated. In December 1989, the Rhode Island

When the C&LM budget had risen to $40 million, we had serious concerns about NEES' ability to continue the effort.



As the author has jokingly observed, "the rat has to smell the cheese."
(Drawing courtesy of New England Electric System.)

Each of the states we serve has set the foundation piers for maximum utility conservation efforts: (1) an adequate incentive and (2) current recovery of conservation expenditures.

Public Utilities Commission gave this effort its first, essential endorsement. The Rhode Island Commission found:

> The C&LM approach submitted in this docket is innovative, comprehensive, and bold in its expectations of reducing energy consumption and consequently avoiding or deferring the need for new generation facilities. The Commission reiterates its support for C&LM programs, and awaits results of this experiment.[4]

As described below, Massachusetts and New Hampshire also approved incentive systems in 1990.[5] Now, each of the states we serve has set the foundation piers for maximum utility conservation efforts: (1) an adequate incentive and (2) current recovery of conservation expenditures.

NEES hopes that its 1990 C&LM incentives will contribute about $7 million to its bottom line over 1990 and 1991. With this positive signal from our regulators, NEES and CLF have proposed that 1991 C&LM expenditures rise to $85 million or about 5% of 1990 revenues, which we believe makes ours the largest program in the nation considering the size of the NEES system.

Most noteworthy of all, we are expanding our commitment when we project demand to fall by nearly 2%. The 1990 program is expected to realize about $150 million savings in terms of the avoided costs of power. The 1991 program is planned to save another $150 million, with greater emphasis on residential conservation.

III. Utility Conservation Disincentives

Given the obvious environmental advantages of conservation and the regulatory enthusiasm for such efforts, it is useful to understand why utilities have been reluctant to finance major commitments. Lest we utility executives be thought stubborn and peevish (which we sometimes are and sometimes ought to be), I turn to the Downeast druid, David Moskovitz. Moskovitz points out that for utilities, demand-reducing investments generally mean:

1. Slow and uncertain recovery of costs;
2. Lost base revenues; and
3. Lack of direct profit opportunity.[6]

To these problems I must add several more:

4. Conservation expenditures beyond the "no losers" test increase electricity rates.
5. Few businesses or bureaucracies wish to shrink their opportunities. (Yes, Virginia, it really is un-American.)
6. It is difficult to explain C&LM to customers and employees if it is not profitable.

While the importance of these concerns is obvious, a few general observations will reinforce them. Conservation is not a natural business niche for utilities. Conservation involves equipment we do not make, which is installed on property we do not own, and requires kinds of work where we have no natural advantage. Conservation increases the cost of the commodity we like to

make (raising concerns of competition and by-pass), aggravates inequities among customers, and reduces base revenues, particularly in historic test-year jurisdictions. While some utilities are investing in energy service subsidiaries, I have yet to meet a utility CEO who believes this area to be a large and enduring business opportunity.

IV. Overcoming the Disincentives

NEES set out to deal with as many of these specific concerns as possible and then to develop a business philosophy which would put conservation at the center of our work.

First, we requested prompt and certain cost recovery through an estimated charge and fuel clause-type balancing account, squarely meeting the first obstacle. Current recovery also alleviates the utility's concern about price impacts because the programs and the rate designs can be altered quickly if by-pass becomes a problem. Customers receive a more correct signal about long-term price trends. By contrast, rate basing, the principal alternative to current cost recovery, aggravates the cost per kilowatthour concern and reduces our flexibility.

Next, we requested shared-savings-based incentives to create the profit opportunity which had been missing. The incentives proposed were large enough to erase the lost revenue problem, particularly when coupled with a revenue adjustment mechanism which has been included in the rate structure of our FERC-regulated wholesale power subsidiary, New England Power Company. While the profit opportunity and current recovery do not end the fear of undercutting our business, they certainly help live us with it. Credibility with customers is also greatly increased.

The C&LM incentive proposal NEES developed with Conservation Law Foundation had four basic components:

—Value guaranteed to the customers;

—Shared savings for the company;

—Payment only for performance; and

—Agreement on the technical parameters for one year.

First, guaranteed value means the customers would not have to bear costs for C&LM which exceed the value of achieved electricity savings.

Second, the amount which the company would earn would be a share of the value created. Our earnings would grow only if the customer's benefit grew. (Figure 1 graphically illustrates this point.)

Third, plans are fine, but the company would earn something only to the extent that real installations were achieved.

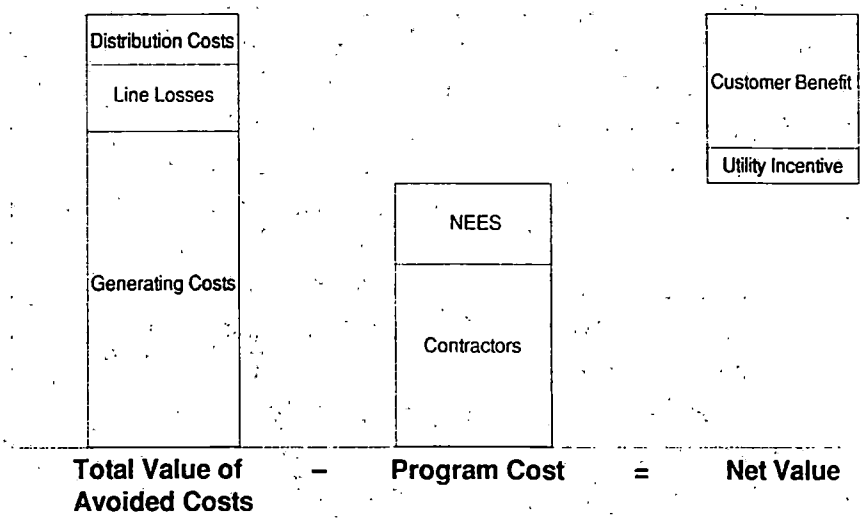
Fourth, the technical parameters in the value calculation would be open for all to see and review. The parameters would be agreed upon for a year and would then be updated with real experience.

The original proposal was structured to keep attention focused on two objectives: (1) increasing the

Most noteworthy of all, we are expanding our commitment when we project demand to fall by nearly 2%.

The amount which the company would earn would be a share of the value created. Our earnings would grow only if the customer's benefit grew.

FIGURE 1: C&LM Incentive



The NEES incentive structure is based on the difference between the value of conservation and its cost. The incentive allocates over 80% of net value to customers.

size of the accomplishments in kilowatts and kilowatthours saved, and; (2) increasing cost- effectiveness.

The first objective gave rise to the Maximizing Incentive, which was proposed as a 5% share of the total avoided cost value. The second led to the Efficiency Incentive, which was proposed as a 10% share of the net value after deducting program and other costs.

V. Regulatory Response

As New England Electric's retail subsidiaries are located in three states, we knew that each commission would refine our proposed incentives to match their public policy goals.

The Rhode Island Public Utilities Commission adopted both the Maximizing Incentive and the Efficiency Incentive, but required that half of the work be done without profit before the incentive takes effect.[7]

The Massachusetts Department of Public Utilities chose to base the incentive directly on the number of lifetime kilowatts and kilowatthours that would be saved by each C&LM installation, without calculation of avoided cost. The Department established two bonus rates to be awarded for each kilowatt or kilowatthour saved over a set threshold. Moreover, the savings must be established through after-the-fact evaluation.[8]

The New Hampshire Public Utilities Commission adopted the shared savings approach, including a Maximizing and Efficiency Incentive. The commission requested a thorough assessment of the Maximizing Incentive after a year in operation.[9]

Table 1 summarizes these incentive systems in more detail.

As Table 1 illustrates, the maximum possible incentive for 1990 C&LM programs is between $7 and $8 million, which is approxi-

mately 10% of the estimated savings to the customer and less than one-half of one percent of the system revenues. Incentives, therefore, can be very powerful while very cheap to the consumer.

VI. Remaining Problems

Of course, several fundamental issues remain. Customer conservation has not kept pace with opportunities, in part because electric rates have been low and stable (at least in New England). Rising real costs are likely in the 1990s. While this will induce customers to take conservation more seriously, it may also induce more objections to including C&LM costs in rates.

The dichotomy between rate and bill minimization will remain. Some customers will inevitably receive less C&LM services than others. Also, once any customer has received a program or done conservation work itself, it ceases to be a service or "total bill" customer and becomes again a commodity- or price-driven customer. The copybook headings Joskow and Ruff have invoked may be sleeping gods, but they are not dead.[10]

Second, we still know very little about the supply and demand curves for C&LM, which will be affected by a number of different factors. Today there are many opportunities for sound C&LM investments. Tomorrow may offer even more such opportunities

The dichotomy between rate and bill minimization will remain. The copybook headings Joskow and Ruff have invoked may be sleeping gods, but they are not dead.

TABLE 1: New England Electric System
1990 C&LM Incentive Summary ($ millions)

	Mass. Electric	Narragansett Electric	Granite State Electric	New England Power	NEES System
1990 Incentive-approved	$5.3	$1.7	$0.4	None sought in 1990	$7.4
Total Value of Conserved Electricity	$106	$31	$4.1	$12	$154
Direct Cost of Program	$ 37	$11	$1.4	$ 6	$ 56
Other Costs—Customer & Planning/evaluation	$ 8	$ 2	$0.3	$ 0	$ 10
Net Savings for Customers—"dividend"	$ 56	$17	$2.4	$ 6	$ 80
Incentive Type	Fixed unit bonus: $8.35/kWh $.00305/kWh	Shared Savings: 91% Customers 9% Company	Shared Savings: 83% Customers 17% Company	—	—
Threshold before Incentive Begins	50% kW & kWh Targets	6MW of 12.9 MW Target	None	—	—

Symmetry between risk and reward ought to be a minimum measure of a utility's rights.

due to advancing technologies, or fewer because the most readily available improvements have been made. Increasingly, customers ought to select more efficient conservation technologies. However, the problem of "free riders," who use utility subsidies to make C&LM improvements they would have made anyway, may increase.

Moreover, consumers have a higher discount rate for C&LM than utilities have for supply-side investments, making it difficult to compare these investments. Who is wrong, and why? In order better to understand these issues, we need to monitor and evaluate closely the current generation of C&LM programs. NEES and CLF consider this work the critical next step in their collaboration.

Third, the reasonableness of incentives still is assessed tacitly in relation to return on rate base, with the magic word "symmetry" appearing from time to time. Symmetry between risk and reward ought to be a minimum measure of a utility's rights. Symmetrical incentives are not an opportunity unless this "symmetry" can be skewed by performance within the utility's capabilities. Utilities, like other businesses, ought to have an opportunity to earn independently of their existing rate base when they are asked or required to undertake activities not within their traditional business.

VII. Parting Thoughts

While these problems are quite significant, they must not be allowed to obscure the magnitude of the accomplishments wrought by Rhode Island, Massachusetts and New Hampshire (and, of course, separately in Wisconsin, New York, and California).[11] With current recovery and a fair opportunity for profit, our states have made C&LM a real business for the NEES companies. As a result, NEES is expanding the nation's largest C&LM program during a recession.

More than this, conservation is moving from an intimidating duty to the heart of a strategy for dealing with the inevitable environmental effects of electric power production, as CLF and the regulators have long envisioned. This is reflected in the current draft of our corporate vision statement:

> The NEES companies will provide the highest value in electric service for the costs incurred and the natural resources consumed or affected. We will accomplish this through the efforts of all employees by continuously improving to meet the changing expectations of our customers.

Utility conservation programs are an experiment in public policy making. Thanks to proper financial regulation, they are a dynamic and effective experiment which will do our customers a great deal of good and increase our knowledge immensely.

The lesson of all this can be stated simply. When commitment to a public policy is supported by sound financial principles, business can and will

respond.

A utility with an opportunity to earn is far more effective — particularly in novel areas — than one wincing under new interpretations of the duty to serve. Think back to the vexing and appallingly expensive gestation of competitive generation. Protecting sunk investments and providing financial incentives for new projects would likely have fostered the market for nonutility generation with much less litigation and cost than PURPA and its aftermath.

Today, many good opportunities exist for the judicious use of incentive regulation. Properly structured incentives for regulated utilities could help further increase competitive generation, advance the use of renewable resources, and reduce the environmental effects of generating electricity faster than the law requires. The experience of the NEES companies with C&LM suggest that incentives can cost-effectively implement new policies. To work, however, they must be simple, focused, and proportionate to the public benefit, to the utility effort and risk, and to the culture change required. ■

Footnotes:

1. New England Electric System is a public utility holding company headquartered in Westborough, Massachusetts. It has a FERC-regulated generating subsidiary, New England Power Company, and three state-regulated retail subsidiaries, Massachusetts Electric Company, The Narragansett Electric Company, and Granite State Electric Company. These three retail subsidiaries, which collectively serve 1.2 million customers in Massachusetts, Rhode Island, and New Hampshire, are collectively referred to in this article as "NEES."

2. New England Electric System, NEESPLAN, Oct. 9, 1979; "New England Electric System: Embracing the Conservation Ethic," *Business Week*, Dec. 10, 1979.

3. *See* Mass. Dept. of Pub. Util., Ruling and Order in Docket No. 86-36-F, Integrated Resource Management Regulatory Approach, Nov. 30, 1988; P.L. Joskow, *Understanding the 'Unbundled' Utility Conservation Bidding Proposal*, PUB. UTIL. FORT., Jan. 4, 1990, at 18; L.E. Ruff, *Least-Cost Planning and Demand-Side Managment: Six Common Fallacies and One Simple Truth*," PUB. UTIL. FORT., Apr. 28, 1988 at 19.

4. R. I. Pub. Util. Comm., Report and Order, Docket No. 1939, May 16, 1990, at 16.

5. Mass. Dept. of Pub. Util., Order and Docket No. DPU 89-194/195, March 30, 1990; N. H. Pub. Util. Comm., Order No. 19,905, Docket No. DE 89-187, Aug. 7, 1990.

6. *See* D. MOSKOVITZ, PROFITS & PROGRESS THROUGH LEAST-COST PLANNING (NARUC, 1989).

7. *See* R. I. Pub. Util. Comm., *supra* note 4.

8. *See* Mass. Dept. of Pub. Util., *supra* note 5.

9. N. H. Pub. Util. Comm., *supra* note 5.

10. *See* Joskow, *supra* note 3 and Ruff, *supra* note 3.

11. *See, e.g.*, Pub. Serv. Comm. of Wisc., Findings of Fact and Order, Application of Wisconsin Electric Power Co., Docket No. 6630-UR-103, Jan. 1990; N. Y. Pub. Serv. Comm., Ratemaking Practices and Incentive Mechanisms Promoting Least-Cost Planning and Demand-Side Management by Electric Utilities - Orange and Rockland Utilities, Inc., Opinion No. 90-24, Sept. 26, 1990; Cal. Pub. Util. Comm., Approving Demand-Side Management Programs of Four Utilities, Decision 90-08-068, Aug. 29, 1990.

When commitment to a public policy is supported by sound financial principles, business can and will respond.

STATE OF RHODE ISLAND AND PROVIDENCE PLANTATIONS

PUBLIC UTILITIES COMMISSION
100 Orange Street
Providence, R.I. 02903
(401-277-3500)

FAX (401)277-6805
TDD (401)277-3500

ATTENTION: AWARD REFERENCES

I am very pleased to write in support of the application of New England Electric System (NEES) for The President's Environment and Conservation Challenge Award, based on the unique and fruitful collaborative effort between the Company and the Conservation Law Foundation (CLF). Having participated in this ongoing dialogue, I have first hand knowledge of how well the collaborative works.

It is important first to understand the basically adversarial atmosphere milieu in which conservation activities were viewed by environmental groups and utilities. These were not natural partners! CLF had thrown down the gauntlet in their publication "Power to Spare" by contending that there was technical potential for far more conservation than was being achieved, even by NEES, a utility which had taken the lead in New England. Utilities were skeptical of the numbers and the costs, and had a reluctance to bet a large percentage of their future resource needs on fuzzy, often untried DSM programs. So the first remarkable aspect of the collaboration was the willingness to get together.

The partnership has worked remarkably well. NEES funding of CLF to bring in outside experts has provided credibility to program design. CLF's interest in maximizing conservation (in order to reduce the adverse environmental effects of electric power generation) has been tempered by the realities of administration and budget limitations. What has emerged are strong, practical, cost effective progams for all sectors which have been implemented in all three state jurisdictions in which NEES companies operate.

Of particular note was the development in the collaborative of an incentive for aggressive pursuit of conservation by allowing company shareholders a portion of the savings that accrue to ratepayers. The mechanism is structured to reward both maximization of savings and efficiency in holding down costs. This innovative construct was accepted by our state Public Utilities Commission. Many other states across the country have recognized that conservation is best furthered in this way.

I commend New England Electric System to you as a worthy recipient of this important award.

Mary N. Kilmarx

Mary N. Kilmarx
Director of Energy Policy and Planning

HARVARD UNIVERSITY

CENTER FOR SCIENCE AND INTERNATIONAL AFFAIRS

HENRY LEE
Executive Director
Environment and Natural Resources Program

John F. Kennedy School of Government
79 John F. Kennedy Street
Cambridge, Massachusetts 02138
Phone (617) 495-1350
Fax (617) 495-1635

May 13, 1992

Attention: Award References

I have been asked to write a letter in support of awarding one of the President's 1992 Environment and Conservation Challenge Awards to the collaborative Demand Side Management effort between the Conservation Law Foundation and the New England Electric Company.

My knowledge of this program stems from two sources. During the 1970s, I was the first head of the Massachusetts Energy Office, and through that experience, became intimately involved in energy efficiency programs. Secondly, for the last four years, I have been the Chairman of New England Electric's Demand Side Management Advisory Committee.

In my twenty years of experience, the most outstanding partnership effort in the energy efficiency field has been this collaborative effort. The reasons are twofold.

1. While many utilities have now decided to invest significant amounts of money into demand side management, this was not the case when the Conservation Law Foundation first approached New England Electric. Most utilities in New England perceived CLF as an adversary, especially on the issue of electricity policy. New England Electric was willing to be a pioneer and to join with one of their staunchest critics in establishing a multi-million dollar DSM program.

   To CLF's credit, they were willing to shift from an advocacy mode to one of working constructively to build a program that worked. It is one thing to have a press conference extolling the virtues of energy conservation, but it is another to work on the nuts and bolts of a comprehensive DSM initiative including the residential, industrial, and commercial sectors in three separate states.

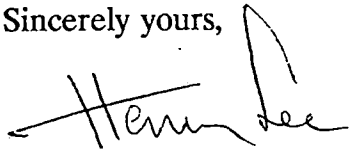
2. The program has been enormously successful. New England Electric has been willing to invest over $242 million in the last five years and project expenditures of over $107 million in 1992 on DSM, alone, and as a result, has developed what is generally perceived in the field as the flagship DSM program, not only in the U.S., but perhaps in the world. In the last three years, the program has saved 450,172,482 kWh of electricity.

If one judges a partnership on a willingness to take risks, to innovate, to be a pioneer, to overcome political obstacles, and in the end, to design a phenomenally successful effort, then I believe there can be no doubt that this program deserves recognition.

While I understand that the award is given to organizations, I would like to take this opportunity to mention three individuals, whose vision and leadership made this possible. Doug Foy, the Executive Director of the Conservation Law Foundation, and John Rowe, the CEO of New England Electric, are the architects of this program. However, the late Sam Huntington, former CEO of New England Electric, deserves enormous credit for having the vision to embark on this venture.

If I can answer further questions, please let me know.

Sincerely yours,



STATE OF NEW HAMPSHIRE

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May 21, 1992

The President's Environment and
Conservation Challenge Awards
Council on Environmental Quality
The White House
722 Jackson Place, NW
Washington, D.C. 20503

Attention: Award References

Dear Sir/Madam:

The purpose of this letter is to recommend the New England Electric System (NEES) for The President's 1992 Environment and Conservation Challenge Awards. NEES' energy conservation collaborative effort with the Conservation Law Foundation (CLF) is an example of a partnership that has reaped significant economic and environmental benefits for both NEES' companies' customers and the citizens of New England.

The NEES/CLF collaborative effort has been particularly important in accelerating the implementation of electric utility conservation programs in New England. The availability of these programs provides customers with the opportunity and ability to reduce their energy consumption, and consequently their energy bills, without reducing their energy services or compromising their quality of life. In fact, the environmental benefits associated with conservation, such as reduced power plant emissions, can be viewed as an enhancement to the quality of life in New England.

By working with a traditional adversary, instead of in opposition, NEES has demonstrated that partnerships offer a constructive way to meet the environmental challenges ahead.

Sincerely,

Janet Gail Besser
Manager, Energy Planning

Application Summary

ID Number: P.015

Project: CNG Vehicle Conversion Projects

Contact: Ms. Dianne Caron
New Mexico Energy, Minerals and Natural Res. Dept.
2040 S. Pacheco St. Telephone:
Santa Fe, NM 87505- (505) 827-5900

Summary: New Mexico's Energy, Minerals and Natural Resources Department and the Gas Company of New Mexico have entered into an unique partnership to further common objectives of introducing compressed natural gas vehicles to the state's diverse transportation sectors. The program is to increase public acceptance of energy-saving, cost effective and environmentally compatible alternative to petroleum fuels by implementing projects in diverse sectors. The program has introduced CNG technology to school districts, government agencies, municipalities and non-profit organizations.

NOTE: Some technical evaluators provided written opinions, based on their view of the criteria. The following is included for your background only.

Comments: Wonderful.

Mostly prospective. Wait for results.

Looks "economic," like it's promoting sales of natural gas and associated revenue.

5. Application Summary

The New Mexico Energy, Minerals and Natural Resources Department (EMNRD) and the Gas Company of New Mexico have combined their resources and efforts to implement compressed natural gas (CNG) fuel conversion projects for public schools, local governments and nonprofit organizations within New Mexico. To promote the use of CNG technology, EMNRD has allocated federal oil-overcharge monies received by the state to leverage fuel conversion projects which have a total value of $2.8 million. These projects will generate savings of 49.61 million Btus and $265,877 in fuel costs during the first year of completion.

The cost of conversion equipment, technology training for mechanics and drivers and the incremental cost of purchasing dedicated CNG vehicles have been obstacles to widespread use of CNG by transportation providers who operate on limited budgets. By applying for program funding through EMNRD, transportation providers are able to obtain monies to leverage fuel conversion projects that will not only realize dollar savings but will contribute to improved air quality and a cleaner environment. Public awareness of CNG as a viable fuel alternative has increased dramatically as a result of this highly visible program. The Gas Company of New Mexico cooperates in this effort by providing fueling stations, which include both fast-fill and slow-fill compressors, and materials for educating the public on advantages of CNG use. They also provide site design services for fueling stations and engineering expertise for equipment specifications.

Agreements for CNG conversion projects have been developed with three New Mexico school districts and the State Department of Education to provide conversion equipment and incremental costs for purchasing dedicated CNG buses. Fueling stations and equipment for converting fleets of vehicles owned by the cities of Albuquerque and Roswell, New Mexico and the Chavez County Retired Senior Volunteer Program have also been provided under the partnership program. Additionally, the Gas Company will provide technical assistance to design a fueling facility for a school district and municipal fleet conversion project funded by EMNRD in Las Vegas, New Mexico. To demonstrate its commitment to CNG technology, EMNRD has purchased one natural gas vehicle and is converting five other Department vehicles to compressed natural gas. The Gas Company has installed a slow-fill fueling station at EMNRD's main office in Santa Fe.

To further extend the benefits of leveraging funds for CNG conversion, EMNRD and the Gas Company have combined resources to assist the Santa Fe Community College to develop a curriculum for auto mechanic training on CNG technology. The program, which is scheduled to begin the fall semester of 1992, will be the first comprehensive training course in CNG equipment installation, emissions testing, and safety standards in New Mexico. After successful completion of the course, mechanics can apply to the state for certification as CNG equipment installation specialists. As an associated part of this project, EMNRD is providing a CNG van to the college for transporting students to classes, and the Gas Company is providing access to a convenient fast-fuel station.

6. A. PARTNERSHIP

1. Members; Roles; Resources

The partnership is composed of a state government agency, the New Mexico Energy, Minerals and Natural Resources Department (EMNRD) and a local public utility association, the Gas Company of New Mexico. EMNRD actively promotes energy conservation and fuel efficiency by financing and administering alternative transportation programs within New Mexico. The Gas Company, through its Commercial/Industrial Market Development Division, actively promotes the use of compressed natural gas (CNG) as an alternative fuel, coordinates the natural gas refueling plans, and constructs fueling stations.

Through the Office of the Secretary, the Oil Conservation Division and the Energy Conservation and Management Division, EMNRD brings to the partnership funds designated for CNG conversion equipment or incremental purchase costs of CNG vehicles and expertise in CNG policy development, marketing and program management. The Gas Company contributes site design and equipment specification services, capital funds for constructing refueling stations, and knowledge regarding national CNG technology resources.

2. Environmental and Conservation Objectives; Plans and Actions for Meeting Needs

The objective of implementing CNG transportation projects throughout New Mexico is to conserve energy by reducing fuel consumption in vehicles, increase public awareness and encourage the use of this resource as an alternative fuel to improve air quality and reduce petroleum residue emissions from vehicles.

Through the partnership, which actively sponsors projects described in Section 5, community needs are being met to utilize this fuel resource which requires no expensive refining, is easier to recover from underground reservoirs, is non-toxic and has no particulate emissions.

3. Innovative Aspects of Partnership; Environmental Improvements and Public Perception

The combination of public utility and state agency resources in a concerted effort to implement alternative fuel projects in urban and rural communities is unique to New Mexico. The abundance of natural gas in New Mexico, which is the fourth largest national producer of this resource, makes it a realistic fuel alternative. The partnership is a dynamic effort to educate the public and introduce vehicles on the road to demonstrate this clean, alternative technology. The City of Albuquerque has a high level of automobile pollution, and combined with the future probability of increased national trade activity with Mexico which is expected to result in serious air quality problems along the border, the partnership is an effort to prevent more serious consequences.

The fueling infrastructure provided by the Gas Company, a critical factor in the continued success of the projects, supports the vehicles after they are converted or purchased.

4. Measurable Environmental/Conservation Benefits Produced

Through the partnership, six (6) natural gas fueling stations are being constructed to support the needs of one hundred forty four (144) project vehicles. Project vehicles include school buses, light weight vans, forty-foot transit buses, twenty-five foot transit buses, and light duty trucks and sedans. Records for fuel useage and savings have been designed and are being documented in a computerized data bank so that the effectiveness of the projects can be evaluated and future efforts focused in the most efficient manner. It is estimated that 49.61 million Btus and $265,877.26 in fuel costs will be saved in the first year alone after conversion of project vehicles.

5. Model-Transfer Aspects of the Partnership

All aspects of the EMNRD-Gas Company partnership could be used to model similar programs nationwide. Recognization of environmentally compatible alternative resources, realization of common objectives, development of plans to meet predetermined goals and contribution of resources and expertise to realize goals are essential ingredients of a successful program which can be used to leverage community conservation projects.

Leveraging funds and resources extends the impact of programs, which often are constrained by limited budgets, insufficient numbers of personnel and amount of expertise needed to carry out program objectives. Determination to pursue partnership arrangements and create plans for implementation of projects can result in effective promotion of efficient, environmentally compatible energy use alternatives. A partnership effort to supply resources and personnel necessary to adequately meet the needs of this emerging technology can make widespread alternative fuel programs feasible.

Application Form—1992

Please read the application form carefully and provide all information requested. Please type or print clearly. Supplementary pages should follow the format of this form as closely as possible. Incomplete applications will not be considered.

1. Select the Award category for which you are competing:
Note: A program may be entered in only one category. See descriptions of categories in Question 6.)

(01) X Partnership
(02) __ Environmental Quality Management
(03) __ Innovation
(04) __ Education and Communication

2. Name of the project or program described in this application:
New Mexico Energy, Minerals & Natural Resources Dept. ~~/Gas Company of New Mexico Program Partnership~~
(CNG Vehicle Conversion Projects)

3. Name of Award Applicant(s): *(Use separate sheet, if needed.)*

__ Mr. __ Mrs. X Ms. __ Miss __ Dr.

Name: Anita Lockwood

Title: Cabinet Secretary

Organization: New Mexico Energy, Minerals and Natural Resources Department

Street: 2040 S. Pacheco Street

City: Santa Fe State: New Mexico Zip: 87505

Telephone: (505) 827-5900 Fax: (505) 827-5912

4. Program contact who can answer questions regarding the application:

__ Mr. __ Mrs. X Ms. __ Miss __ Dr.

Name: Dianne Caron

Title: Director, Energy Conservation/Management Div.

Organization: New Mexico Energy, Minerals and Natural Resources Department

Street: 2040 S. Pacheco Street

City: Santa Fe State: New Mexico Zip: 87505

Telephone: (505) 827-5917 Fax: (505) 827-5912

NOTE: The Selection Committee will rely heavily on Questions 5-6 in determining how well the application meets the award criteria.

5. Please attach a one-page (not to exceed 500 words) summary, suitable for publication, which provides a complete overview of the application. The one-page response should be clear, concise, and should emphasize quantifiable results or benefits of the program.

6. A-D: Please answer *only* the following Award criteria questions pertaining to the specific Award category in which you are applying. *For example, Category A, Partnership, answer questions A1-A5. EQM, B1-B5. Innovation, C1-C5. Education, D1-D5.*

Answers should be clear, concise and *should emphasize quantifiable results or benefits* of the program. Each answer to a sub-question should not exceed 100 words. Taken as a whole, all answers to criteria questions should not exceed two pages.

A. PARTNERSHIP: awarded to diverse organizations or groups that have fostered cooperative approaches to environmental needs at the local, regional, or national level.

1. Who are the partnership's members? What are their roles? What resources do they bring to the partnership?

2. What are the partnership's specific environmental or conservation objectives? Has a sustainable plan of concerted action for meeting these needs been established?

3. How is the partnership distinctive or innovative? What obstacles, environmental or otherwise, does it overcome?

4. What measurable environmental or conservation benefits has the partnership produced?

5. What aspects of the partnership can be modeled by others and transferred to other settings?

B. ENVIRONMENTAL QUALITY MANAGEMENT: awarded to organizations which have demonstrated that environmental values can be integrated into sound management decisions and objectives. ***(Note: This category reflects broad-based organizational approaches. Special programs or projects may be more appropriate for entry in one of the other three award categories.)***

1. What are the organization's environmental policies and objectives?

2. How has the organization's top management demonstrated commitment to these policies and objectives? Do the policies demonstrate commitment beyond legal compliance?

3. What are the organization's environmental standards for its product(s) and operations? *(Explain how they go beyond legal constraints and how they relate to management control mechanisms.)*

4. How are these policies and objectives incorporated in the: *a) Day-to-day management of the organization, b) Organization's decision-making about research and development, c) Long-range planning, capital, and operating budgets?*

ATTACHMENT: Page 1; Item 3:

Name of Award Applicants:

Mr. William J. Real
Chief Operating Officer, Gas Operations
Gas Company of New Mexico
Alvarado Square
Albuquerque, New Mexico 87158-0120

Telephone: (505) 848-4403 Fax: (505) 848-2339

5. Application Summary

The New Mexico Energy, Minerals and Natural Resources Department (EMNRD) and the Gas Company of New Mexico have combined their resources and efforts to implement compressed natural gas (CNG) fuel conversion projects for public schools, local governments and nonprofit organizations within New Mexico. To promote the use of CNG technology, EMNRD has allocated federal oil-overcharge monies received by the state to leverage fuel conversion projects which have a total value of $2.8 million. These projects will generate savings of 49.61 million Btus and $265,877 in fuel costs during the first year of completion.

The cost of conversion equipment, technology training for mechanics and drivers and the incremental cost of purchasing dedicated CNG vehicles have been obstacles to widespread use of CNG by transportation providers who operate on limited budgets. By applying for program funding through EMNRD, transportation providers are able to obtain monies to leverage fuel conversion projects that will not only realize dollar savings but will contribute to improved air quality and a cleaner environment. Public awareness of CNG as a viable fuel alternative has increased dramatically as a result of this highly visible program. The Gas Company of New Mexico cooperates in this effort by providing fueling stations, which include both fast-fill and slow-fill compressors, and materials for educating the public on advantages of CNG use. They also provide site design services for fueling stations and engineering expertise for equipment specifications.

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6. A. PARTNERSHIP

1. Members; Roles; Resources

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Through the Office of the Secretary, the Oil Conservation Division and the Energy Conservation and Management Division, EMNRD brings to the partnership funds designated for CNG conversion equipment or incremental purchase costs of CNG vehicles and expertise in CNG policy development, marketing and program management. The Gas Company contributes site design and equipment specification services, capital funds for constructing refueling stations, and knowledge regarding national CNG technology resources.

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The objective of implementing CNG transportation projects throughout New Mexico is to conserve energy by reducing fuel consumption in vehicles, increase public awareness and encourage the use of this resource as an alternative fuel to improve air quality and reduce petroleum residue emissions from vehicles.

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Leveraging funds and resources extends the impact of programs, which often are constrained by limited budgets, insufficient numbers of personnel and amount of expertise needed to carry out program objectives. Determination to pursue partnership arrangements and create plans for implementation of projects can result in effective promotion of efficient, environmentally compatible energy use alternatives. A partnership effort to supply resources and personnel necessary to adequately meet the needs of this emerging technology can make widespread alternative fuel programs feasible.

5. How are these policies and objectives reflected in the organization's relationships with employees, customers, suppliers, and the general public?

6. What are the organization's control mechanisms that give decision makers objective data to measure continuous performance improvement toward its short- and long-term environmental objectives?

7. What quantifiable, sustained environmental quality results in products and processes have resulted from the organization's environmental approach?

C. INNOVATION—awarded to individuals, organizations and groups who have demonstrated exceptional creativity or pioneered new approaches in the development and/or execution of technologies, programs, projects, or services that are environmentally sound and economically sensible?

1. What is the purpose of the technology, program, project or service?

2. How is the technology, program, project, or service distinctive or innovative? What obstacles, environmentally or otherwise, does it overcome?

3. How is the technology, program, project, or service superior to other approaches? Does it offer a viable alternative to a problem for which no solutions previously existed?

4. Can the technology, program, project or service be replicated in an economically feasible manner?

5. What are the measurable, net long-term environmental benefits or results of the technology, program, project, or service?

D. EDUCATION AND COMMUNICATION—awarded to individuals, organizations, or groups which have developed educational or informational programs that inspire respect for the environment and raise the public's environmental literacy.

1. What is the program? What are its environmental or conservation objectives?

2. Who is the program's audience? How large is the audience? How is the program's effect on the audience determined?

3. What is original or distinctive about the program?

4. What are the measurable results or benefits produced by the program? How does the program promote the development of an environmental ethic and make a positive contribution to environmental awareness?

5. How can the program be used or modeled by others?

NOTE: The following questions are for informational purposes.

7. How long has the technology, program, project or service been operational?

Program Enaction Date: July, 1990

8. Which of the following most accurately describes the applicant(s)? (Check more than one, if applicable.)

(01) ___ National Business or Industry
(02) _X_ Regional or Local Business or Industry
(03) ___ National Nonprofit Organization or Foundation
(04) ___ Regional or Local Nonprofit Organization
(05) _X_ Local or State Government/Government Agency
(06) ___ Educational Organization
(07) ___ Voluntary Civic Organization
(08) ___ Trade or Professional Society
(09) ___ Youth Organization
(10) ___ Labor Organization
(11) ___ Individual
(12) ___ Other (Please describe): _____

9. If business or industry, which of the following best describes the type or business or industry?

(01) ___ Agriculture/Forestry
(02) ___ Aerospace
(03) ___ Communications
(04) ___ Construction
(05) ___ Electronics/Computers
(06) _X_ Energy
(07) ___ Engineering
(08) ___ Environmental Services
(09) ___ Financial Services/Insurance/Real Estate
(10) ___ Manufacturing—Chemical
(11) ___ Manufacturing—Other
(12) ___ Mining
(13) ___ Recreation
(14) ___ Trade—Wholesale
(15) _X_ Transportation
(16) _X_ Utilities—Electric, Gas or _____
(17) ___ Other (Please describe): _____

10. Which of the following most accurately describes the environmental program under consideration for an award? (Check more than one, if applicable.)

(01) ___ agriculture
(02) _X_ air quality
(03) _X_ conservation
(04) _X_ education—general public
(05) ___ education—academic
(06) _X_ energy
(07) _X_ environmental quality management
(08) ___ forestry
(09) ___ hazardous waste remediation
(10) ___ international
(11) ___ natural resources

(12) X pollution control
(13) ___ recreation
(14) ___ recycling
(15) ___ solid waste
(16) X source reduction/pollution prevention
(17) ___ water quality
(18) ___ wetlands
(19) ___ wildlife and fish resources
(20) ___ Other (Please describe): _____

11. If applicable, list the sources of the program's support and the percentage of support provided, including grants and in-kind contributions of goods and services. (*Use separate sheet if needed*).

Source New Mexico Energy, Minerals and Natural Resources Dept. Oil-Overcharge Funds 50%

Source Gas Company of New Mexico 40%

Source Applicant Share (Average) 10%

12. Please estimate the cost to develop the program or project, including approximate value of in-kind contributions of goods and services:

$ 600,000 - Approximate 1st Year Expenditures EMNRD and Gas Co.

13. If the project is ongoing, what is the annual cost?

$ 400,000 - Average Annual Allocation - (EMNRD and Gas Company)

14. Please indicate which of the following are the primary audiences, beneficiaries, or users of the program or service, and estimate how many persons are served: (Select up to 3 categories.)

Type	How Many People
(01) __ Business or industry	
(02) __ Trade or Professional Society	
(03) __ Government	148
(04) __ Educational Organizations	1,800
(05) __ Youth	
(06) __ Community or Public Interest Groups	186,272
(07) __ Local Community or Local Public	
(08) __ General Public	
(09) __ Employees	
(10) __ Customers or Clients	
(11) __ Other (Please describe): _____	

15. Has the program been honored with any other environmental or conservation awards in the past five years?

N/A

16. In one paragraph (not to exceed 50 words), please **summarize the program, its objectives and what it has accomplished.** Use space provided below. This paragraph should be suitable for use in a catalog, database or brochure.

The Gas Company of New Mexico and the Energy, Minerals and Natural Resources Department (New Mexico State Government) have entered into a unique partnership to further common objectives of introducing compressed natural gas vehicles to diverse transportatio sectors within the state. The program objective is to increase public acceptance of an energy-saving, cost effective and environmentally compatible alternative to petroleum fuels by implementing projects in diverse transportation sectors. The program has introduced CNG technology to school districts, government agencies, municipalities and non-profit organizations throughout the state.

17. Please include 3 one-page letters of recommendation attached to the application when it is submitted for consideration. Letters should be addressed: "Attention: Award References." References should have first-hand knowledge of the environmental program, service, or technology and should offer a candid evaluation of its success or effectiveness. References may also include users or beneficiaries of your program.

NOTE: Letters of recommendation must accompany the application when it is submitted to CEQ. Letters sent directly to CEQ will not be considered. Please list the references in the spaces below.

Name: Alan D. Morgan
Title: State Superintendent of Public Instruction
New Mexico Department of Education
Street: Education Building - 300 Don Gaspar
City: Santa Fe State: NM Zip: 87501-2786
Telephone: (505) 827-6516 Fax: (505) 827-6696

Name: William F. Brainerd
Title: Mayor, City of Roswell
Street: P.O. Drawer 1838
City: Roswell State: NM Zip: 88201
Telephone: (505) 624-6700 Fax: (505) 624-6709

Name: Myra Bass, Director
Title: Chavez County Retired Senior Volunteer Program
Street: 100 N. Missouri
City: Roswell State: NM Zip: 88201
Telephone: (505) 623-3960 Fax: N/A

18. Please sign below to indicate that all applicants agree a) to abide by the rules and requirements of the awards competition, and b) that all information submitted is true and accurate to the best of their knowledge.

Signature: [signature] Date: 5/9/92
Title: Cabinet Secty Organization: NM Energy, Minerals and Natural Resources Dept.
Telephone: 505-827-5950

How to Apply

Completed applications must be postmarked by May 22, 1992 and mailed to the:

The President's Environment and
Conservation Challenge Awards
Council on Environmental Quality
The White House
722 Jackson Pl. NW
Washington, DC 20503

All information submitted with the application should be considered public information and becomes property of the President's Challenge Awards program.

Award recipients will be notified in Fall 1992. Recipients must be willing to assist the President's Challenge Awards program in making nonproprietary information about their environmental programs available to others who wish to replicate their success.

Application Format

Please submit one original and four photocopies of your application. You may include up to 10 pages of supporting materials. (NOTE: Photocopying both sides of a sheet of paper will be considered two-pages.) Any oversized item must be reduced to fit a standard 8.5" x 11" page format.

Supporting materials may include items such as brochures, photographs, press clippings, and graphs depicting the program's results. The materials may not be used as a substitute for written responses to Questions 5 and 6.

The order of pages in the submitted application should be as follows:

1. 1-page application (Questions 1-20)
2. 500-word overview summary (Question 5)
3. 2-page responses to criteria questions (Question 6)
4. 10 pages of supporting materials
5. 3 letters of recommendation (Question 17)

NOTE: The entire package should be stapled in the upper, left-hand corner. Any items sent over the 10-page limit of supporting materials will be disregarded and not reviewed by the technical evaluators and selection committee. Do not put the application or backup materials into a binder, notebook or plastic cover.

OMB Control No. 0331-0002, (Exp. 2/95): As required by the Paperwork Reduction Act, CEQ estimates that completion of this application will take 10 hours. Send comments regarding the collection of this information, including suggestions for reducing the paperwork burden, to CEQ and also to: Paperwork Reduction Project, Office of Management and Budget, Office of Information and Regulatory Affairs, 725 17th Street, NW, Washington, D.C., 20503

Volunteer Bureau
623-3960

RSVP

Transportation Service
623-7778

Chaves County Retired Senior Volunteer Program

100 N. Missouri

Roswell, New Mexico 88201

Presidential Environmental and Conservation Award
Council on Environmental Quality
722 Jackson Place, NW
Washington, D.C. 2053

ATT: Award References

We are currently converting the vans for the Chaves County Handi-van Service in Roswell, New Mexico to compressed natural gas. We believe this will provide better exposure to the general public on the advantages of CNG.

This conversion will help our van service save money. We also believe that health and air quality will be improved in our area. Most importantly, we will be joining in the nation in conserving our natural resources.

Sincerely,

Myra Bass

Myra Bass, Director
RSVP

MB/tk

STATE OF NEW MEXICO

DEPARTMENT OF EDUCATION – EDUCATION BUILDING

SANTA FE, NEW MEXICO 87501–2786

ALAN D. MORGAN
SUPERINTENDENT OF PUBLIC INSTRUCTION

May 15, 1992

Presidents Environmental and Conservation Challenge Awards
Council on Environmental Quality
White House
722 Jackson Place Northwest
Washington, D.C. 20503

Dear Sir/Madam:

We would like to bring to the attention of the Council the outstanding commitment and cooperation of the New Mexico Energy, Minerals and Natural Resources Department (EMNRD), and Gas Company of New Mexico Inc. (GCNM) made to the New Mexico State Department of Education (NMSDE). This combination of private industry and state government cooperatio assisted the NMSDE in several projects to improve the air quality in communities and aided the school districts in reducin their fuel costs.

GCNM provided equipment and technical expertise in the development of compressed natural gas school bus conversions in the Los Lunas, Belen and Las Vegas, New Mexico school districts. The EMNRD worked closely with GCNM on the design and implementation of the projects as the facilitator and as a procurer of resources.

The natural gas school buses have the potential of reducing carbon monoxide emissions by fifty to eighty percent. Reduction of other volatile organic emissions is a major contributor to the undertaking of these projects in New Mexico. The auxiliary issue of fuel cost savings was a welcome benefit in these times of reduced state revenues.

Cooperation between governmental agencies and private industry is the best of both worlds when it comes to providing quality and service to the school children of New Mexico.

We at the New Mexico State Department of Education hope that consideration will be given by the council to this application for the Presidents Environmental and Conservation Challenge Awards on behalf of the Energy, Minerals and Natural Resources Department and Gas Company of New Mexico Inc.

Sincerely,

ALAN D. MORGAN
State Superintendent
of Public Instruction

ADM:CW:dj

CITY OF ROSWELL N M

Post Office Drawer 1938
Roswell, New Mexico 88201
(505) 624-6700

May 15, 1992

President's Environmental and Conservation
Challenge Award
Council on Environmental Quality
White House
722 Jackson Place N. W.
Washington, D.C. 20503

Attention: Award References

Dear Sir/Madam:

On behalf of the City of Roswell, New Mexico, please consider this letter of recommendation for the New Mexico Energy, Minerals, and Natural Resources Department (EMNRD) for your award. Roswell has experienced an excellent relationship with this agency for the past several years, and we have been extremely pleased with their professionalism, expertise, enthusiasm, and first and foremost, their positive commitment to environmental and conservation issues. I would like to take this opportunity to illustrate the financial commitments EMNRD has made to the City of Roswell.

Alternative Fuel Public Transportation Project

In the fall of this year, Roswell will implement a fixed route public transportation system, utilizing a total of nine (9) revenue vehicles, seven (7) of which will be powered by compressed natural gas (CNG). EMNRD is providing $500,000 (100% of the cost) to purchase two (2) 35' CNG buses which will operate on the Main Street bus route. This use of CNG vehicles for the transit system has been very favorably received by the Roswell community.

Roswell CNG Fleet Conversion

During the next month or so, the City of Roswell will begin Phase I of the conversion of 30 City owned trucks to operate on CNG (dual fuel). This conversion is being made possible through a $32,400 grant from the EMNRD, and a local commitment of $47,000. The conversion of these 30 trucks will save approximately $12,000 in

annual fuel costs, and reduce gasoline consumption by 28,000 gallons per year. Additionally, utilizing CNG will significantly reduce maintenance costs, and extend the vehicle life of these trucks by about 75,000 miles. The City will apply to the EMNRD again this year for funding to convert additional City vehicles to CNG.

Retired Senior Volunteer Program Van Conversion

In July of this year, the Retired Senior Volunteer Program (RSVP) will convert their four (4) vans to compressed natural gas (dual fuel). RSVP currently provides demand responsive public transportation in Roswell. When the fixed route service begins, it will be redesigned to transport disabled individuals who are unable to reach a bus stop. For this conversion, the EMNRD has provided a grant for $5,100, and the City will provide $5,300. The conversion of these 4 vehicles will save approximately $1,700 in annual fuel costs, and reduce gasoline consumption by 6,700 gallons per year.

Throughout the past two years of receiving these grants from the EMNRD, the Gas Company of New Mexico has been very involved, and has made a substantial commitment to the City's alternative fuel program. Initially, they committed to providing a slow-fill fueling station for just the seven (7) CNG vehicles in the transit system. This station had a value of $106,000. As additional funding has been provided by the EMNRD for the 30 trucks and 4 RSVP vans, the Gas Company has expanded their investment to a combination fast-fill and slow-fill station valued at over $200,000. In summary, the City of Roswell is very grateful to the EMNRD for their commitment to preserve the environment and to conserve energy. Without their efforts, we would not be in the enviable position we are in today.

Sincerely,

Wm. F. Brainerd
Mayor

(Date of Signing) - March 6, 1992

FOR IMMEDIATE RELEASE
CONTACT:

Governor Signs New Mexico Alternative Fuel Conversion Act

SANTA FE - New Mexico's commitment to the use of alternative fuels got a boost today when Governor King signed House Bill 404, the Alternative Fuel Conversion Act.

The Act, which supports promotion of alternative transportation fuels, is one of the priority actions recommended in the New Mexico State Energy Policy, released by the Governor on November 25, 1991.

The Alternative Fuel Conversion Act expands on a $2.1 million alternative transportation program currently run by the New Mexico Energy, Minerals and Natural Resources Department.

Provision of the Alternative Fuel Conversion Act include:

- Mandated state government vehicle conversions for at least thirty percent of new state vehicles to alternative fuels beginning in mid-1993. In the second year of the program, the percentage rises to sixty percent, and by the third year, all new state vehicles must be capable of running on alternative fuels.

- Establishment of a loan fund not to exceed $5 million to finance conversions, to be managed by the General Services Department. No money was appropriated for the fund during the first year, however.

- Creation of a job position in the General Services Department called the State Alternative Transportation Fuels Manager to coordinate alternative fuel programs.

- Amending of state utility regulatory statues to permit the retail sale of natural gas for transportation applications by unregulated private sector companies. The law also was amended to permit the Public Service Commission to set regulatory policies to promote natural gas vehicle use.

House Bill 404 was sponsored by Representative Gary K. King, D-Torrance-Valencia-Bernalillo.

REQUEST FOR PROPOSALS

ISSUED BY THE STATE OF NEW MEXICO FOR SCHOOL BUS CONVERSION EQUIPMENT AND THE TRAINING OF MAINTENANCE AND SERVICE STAFF TO ENABLE OR FACILITATE THE USE OF COMPRESSED NATURAL GAS IN STATE-OWNED SCHOOL BUSES

ARTICLE I. STATEMENT OF WORK

Proposals are requested for contracts with New Mexico public school districts to provide school bus conversion equipment and training for maintenance and service staff to enable or facilitate the use of compressed natural gas in state-owned school buses. Research and development projects are not eligible.

ARTICLE II. BACKGROUND

The United States Department of Energy has approved a request by the New Mexico Energy, Minerals and Natural Resources Department (EMNRD) that a portion of the funds allocated to New Mexico through the Stripper Well Settlement Agreement (D. Ks. MDL No. 378) be expended as described in Article I., above.

ARTICLE III. ELIGIBLE APPLICANTS

This request is directed only to New Mexico public school districts.

ARTICLE IV. CONTRACT DURATION

The contract period will extend from the date of contract approval by the New Mexico Department of Finance and Administration (DFA) to one year after that date.

ARTICLE V. CONTRACT AMOUNT

A total amount of $500,000 is available for implementation of valid project proposals.

ARTICLE VI. CONTRACT TERMS

Contracts will be awarded in accordance with the terms of the attached Professional Services Agreement and in accordance with the requirements of this Request.

ARTICLE VII. ADMINISTRATIVE REQUIREMENTS

A. Bidding entities ("offerors") must examine all contract documents, noting particularly all requirements that in any way affect contract work. Failure of an offeror to acquaint itself fully with the amount and nature of the work required to fulfill all terms of the contract documents will not be considered as a basis for extra compensation after a contract has been awarded.

B. If an offeror finds discrepancies, omissions, or ambiguities in the contract documents, it must at once notify EMNRD, which will send written corrections or explanations to all offerors. EMNRD will not be responsible for any oral instructions.

C. If an offeror's proposal adds to, subtracts from, or otherwise changes the provisions of this request, the proposal will be void.

D. Proposals must certify that any and all entities responsible for authorizing the activities of the offeror have agreed to the submittal of its proposal as written.

E. Proposals must certify that funds awarded to the offeror by EMNRD through any contract issued pursuant to this Request will not be used to supplant funds that the offeror may have at its disposal from other sources.

ARTICLE VIII. SUBSTANTIVE REQUIREMENTS

A. Proposals must contain a complete and comprehensive description of and justification for the project, including, when appropriate, a project research and development history; assessments of similar projects that are being or have been implemented; evaluations of project technologies, materials, equipment, and structures; detailed explanations of procedures for project implementation, maintenance, and monitoring; a breakout of project funding sources, funding source allocations, total cost, and costs per task; and a work schedule indicating the project completion date and the completion dates for each task.

B. The offeror must implement, maintain, and monitor the project.

C. The offeror must own any equipment or structures required for project implementation, maintenance, and monitoring, except the equipment or structures that it will purchase during the course of the project as explained in the Project Budget Summary section of the offeror's proposal.

D. Proposals must certify that any research or development activity necessary for project planning, implementation, or monitoring has been completed.

E. Proposals must document that the dollar amount of energy savings realized by the project through reductions in petroleum-derived fuel consumption will equal or exceed total project cost within no more than seven years of contract approval by DFA (the "maximum allowable payback period").

F. The remaining useful life of all project equipment and structures must exceed the project's maximum allowable payback period.

G. Proposals must include a plan for monitoring, verifying, and reporting project energy cost savings.

H. Proposals must describe the source or sources and, per Article VIII. A., above, the disposition of a specific sum of money added by the offeror to the sum provided by EMNRD for project implementation.

I. Proposals must describe any ways in which the project can be expected harmfully or beneficially to affect the environment.

ARTICLE IX. PROPOSAL EVALUATION CRITERIA

Proposals will be evaluated individually and ranked competitively according to the following weighted criteria.

A.	Feasibility of project and of project schedule	30%
B.	Completeness and accuracy of supporting documentation	25%
C.	Estimated long-term energy cost savings	25%
D.	Environmental benefits	10%
E.	Brevity of payback period	10%

ARTICLE X. PROPOSAL FORMAT

Proposals must be organized in accordance with the attached School Bus Compressed Natural Gas Project Proposal Form. Attachments must not exceed a total of ten double-spaced, letter-sized pages.

ARTICLE XI. CONTACT PERSON AND PROPOSAL DEADLINE

Questions regarding this Request for Proposals should be addressed to:

Ms. Mary Joy Ford, Energy Consultant
Compressed Natural Gas Projects
Energy Conservation and Management Division
New Mexico Energy, Minerals and Natural Resources Department
2040 South Pacheco Street
Santa Fe, New Mexico 87505 Ph: (505) 827-5957

Proposals must be received in triplicate (one original and two copies) at this address no later than 5:00 p.m., June 3, 1991.

EMNRD reserves the right to cancel this Request for Proposals at any time during the procurement process if such cancellation is in the best interest of the state of New Mexico. EMNRD will not be responsible for any costs incurred by offeror related to its proposal.

A NATURAL GAS VEHICLE WON'T CLOUD THE ISSUE.

Fuel for Thought

New Mexico – a land of crystal clear vistas and fresh pinon-scented air. But today, the quality of our air is in serious danger because of car exhaust emissions.

You help put the brakes on pollution by converting your vehicles to natural gas. Natural gas reduces your vehicles' carbon monoxide emissions by 99%, your reactive hydrocarbon emissions by 85%, and your nitrogen oxide emissions by 65%. Plus, it rids the air of *all* particulate pollutants.

Your Clean, Lean Driving Machine

There's more. Natural gas not only helps clear the air, it keeps your vehicles' engines clean, too. With an octane rating of 130, compared to gasoline's 95, natural gas turns your vehicle into a high performance driving machine.

Plus, natural gas lowers your maintenance costs. You'll only need tune ups and oil changes half as often. And since there's no carbon buildup, the pistons and cylinders last longer.

Gear Up for Savings

With a natural gas vehicle, you can return to the days when fuel cost 60 cents a gallon. It's amazing. Natural gas costs 40% less than gasoline for the same miles per gallon! That pumps hundreds of dollars back into your cash flow.

Natural gas vehicles are also a bargain for America. Because the U.S. contains an abundant domestic supply of natural gas, natural gas vehicles reduce our reliance on imported fuels. And that can drive our economy up.

Safety Auto-Motives

A natural gas engine works much the same way as a gasoline engine. Except the natural gas is compressed and stored in a cylinder in the rear of the vehicle. It is depressurized and mixed with air, then carried to the engine's combustion chamber and ignited.

Natural gas is a much safer fuel than gasoline. It ignites at 1200 degrees – a much higher temperature than gasoline's ignition point of 850 degrees. And the natural gas cylinders are made of a much thicker, tougher steel than gasoline tanks that puncture easily.

The Convertible That Pays for Itself

Converting your gasoline powered vehicle to natural gas is less expensive than you think. The average cost of converting a vehicle ranges from $1,500 to $2,000. But, depending on your fleet size, the conversion can pay for itself in as little as three years.

More than 6 million vehicles could be economically converted immediately. Conversion is a sound investment in your company's future with long-term returns in savings and clean air.

On the Road to Success

About 30,000 vehicles across America now use natural gas. The Gas Company of New Mexico, alone, operates 116 natural-gas powered vehicles in Albuquerque, Santa Fe and Farmington. The Gas Company is currently working with the City of Albuquerque to convert 10 Sun Tran Buses and 10 minibuses to natural gas. The City already has converted six of its own fleet vehicles to natural gas.

In the next few years, natural gas may become the vehicle-fuel of choice as more refueling stations open. Currently, only 275 private and a dozen public refueling stations exist across the nation. America is on the move to natural gas vehicles. And you can be a driving force.
For more information, call
Frank Burcham at the
Gas Company of New Mexico,
889-8446.

GAS
NEW MEXICO'S
BEST ENERGY VALUE.

BECOME A DRIVING F

It's time to put ourselves on the road to cleaner air. And natural gas vehicles can get us there quicker. They're a ready solution to the problems of smog and ozone pollution in our communities.

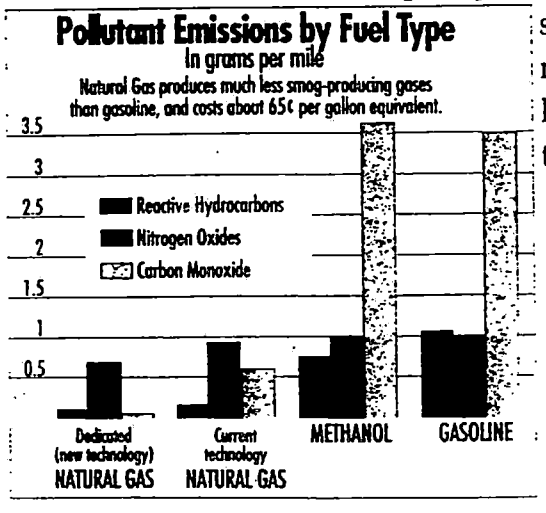
Plus, natural gas vehicles can help us curb our reliance on foreign oil – an important issue with the current gulf crisis and foreign trade deficit. About 93% of the natural gas used in this country is produced domestically – much of it right here in New Mexico – and the other 7% comes from Canada.

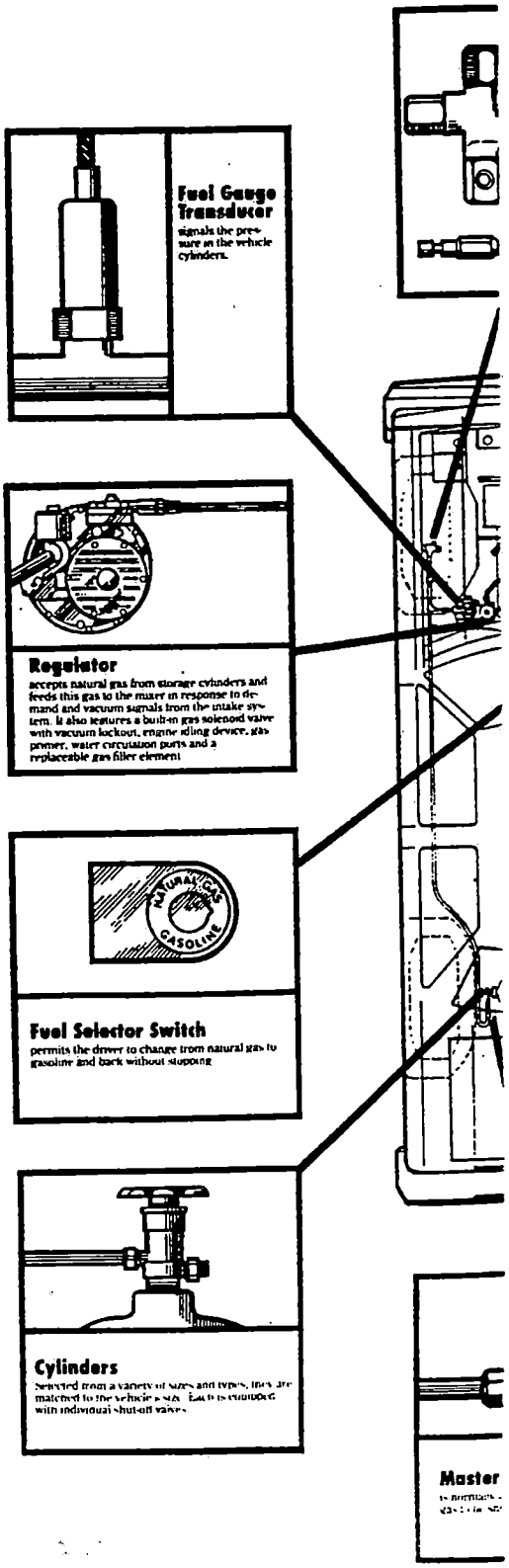
By converting to natural gas vehicles, we can put the brakes on pollution, gear up for long term fuel savings, and speed up state revenues from natural gas production.

STEERING US TOWARD A BETTER LIFE

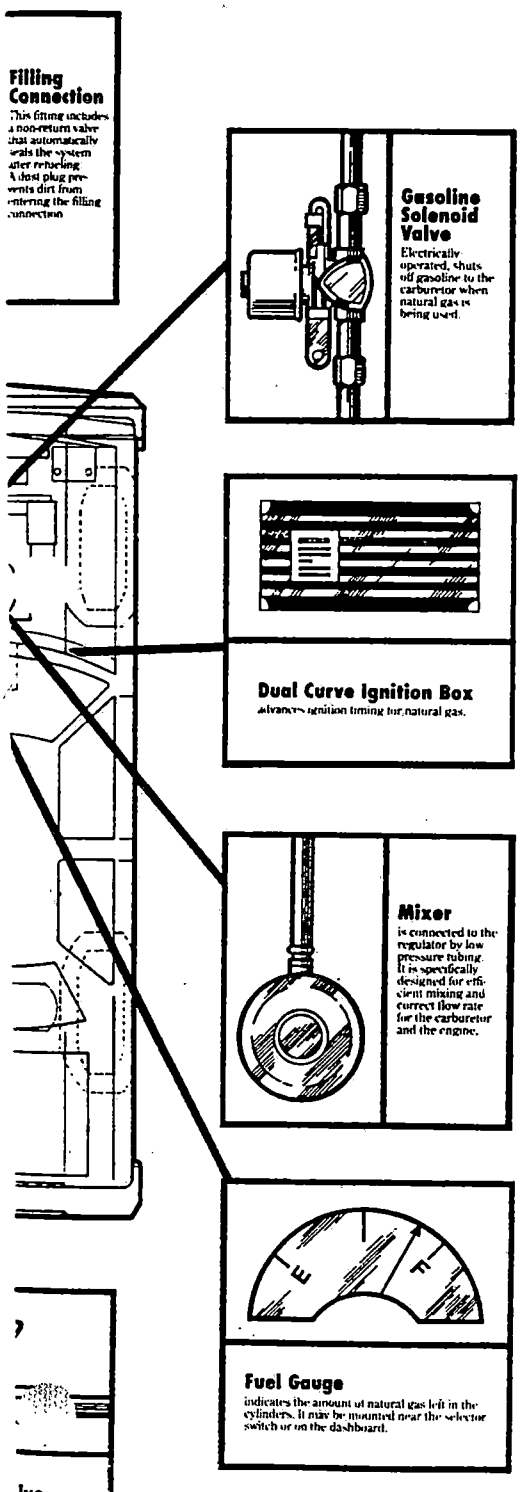
Just how much could using natural gas vehicles improve the quality of life in New Mexico? Consider: clean-burning natural gas reduces our vehicles' carbon monoxide emissions by 99%, our reactive hydrocarbon emissions by 85%, our nitrogen oxide emissions by 65% and our particulate emissions by 100%.

As the chart below shows, natural gas easily beats other alternative fuels – like methanol and diesel – in the battle against pollution. So natural gas vehicles jump start the environmental movement by creating significantly less smog and contaminants in the air we breathe.





ORCE FOR CLEAN AIR



THE CONVERTIBLE THAT PAYS FOR ITSELF

And even more amazing, natural gas vehicles save us money. They can return us to the days when fuel cost less than 65¢ a gallon! That's up to 50% less than gasoline for the same miles per gallon.

More than 6 million vehicles nationwide could be economically converted to natural gas immediately. Buses, taxis, police cars, company trucks and other fleet vehicles are optimum for conversion.

The average cost of converting ranges from $1,500 to $2,500. But, depending on the fleet size, the conversion can pay for itself in as little as three years.

Conversion is really a simple process that does not require removal of any original equipment from the car.

A natural gas engine works much the same way as a gasoline engine. Except natural gas is much safer than gasoline. It's tank is much stronger than gasoline's – in fact, tests show they can withstand impacts, bullets and dynamite. And natural gas ignites at 1200 degrees – a much higher temperature than gasoline's ignition point of 850 degrees.

FUELING NEW MEXICO'S ECONOMY

Not only does using natural gas vehicles improve our lives as consumers, but also as producers. Natural gas production is a thriving business in New Mexico.

Revenues from oil and gas sources combined supplied an estimated $509.3 million of the State General Fund's $1.7 billion income, 95% of the State Permanent Fund, and 87% of the state's Severance Tax Permanent Fund.

A one percent increase in natural gas production and use within New Mexico due to natural gas vehicles could mean millions to the state in added revenue. And we have an abundant supply to keep us on the road far into the next century.

GAS COMPANY OF NEW MEXICO

WE'RE TALKING GAS.
New Mexico's Best Energy Value.

Application Summary

ID Number: P.016

Project: Santa Rosa Plateau Agreement

Contact: Mr. N. Gregory Taylor
Metropolitan Water Dist. of Southern California
P.O. Box 54153
Los Angeles, CA 90054-

Telephone:
(213) 250-6115

Summary: The Santa Rosa Plateau Management Committee -- MWD of Southern California, The Nature Conservancy, Riverside County, California Department of Fish and Game and the U.S. Fish and Wildlife Services -- saved the unique resources of the Santa Rosa Plateau and created a model for cooperation in regional environmental planning which can be used to bring regulatory agencies and responsible developers together in a program which can simultaneously benefit wildlife and people.

NOTE: Some technical evaluators provided written opinions, based on their view of the criteria. The following is included for your background only.

Comments: Bottom paragraph of #5 of practical and altruistic. Can be turned about -- the environmental groups may have been the practical ones and the agencies the altruistic ones. This is a good, workable project, and can be lead in other areas for protection of unique quality areas.

Unusual. One accomplishment led to a second significant one.

Five members cooperated to add 3,500 acres.

5. Summary

The Santa Rosa Plateau in southwestern Riverside County, California, is one of the last native grasslands in the southern California, a remnant of southern California's natural heritage which supports hundreds of rare and native species. Among other resources, the plateau supports the last remaining self-sustaining Engelmann Oak forest in the world. In 1990, The Nature Conservancy (TNC) owned about 3,500 acres of the plateau, in two parcels separated by a private parcel scheduled to be developed. Acquisition and preservation of this land was considered the highest regional environmental priority by TNC and others, such as the Audubon Society and the Sierra Club. However, acquisition was beyond the financial capabilities of any individual party. A partnership was essential.

Faced with imminent loss of this unique and biologically significant area, six groups united in a public-private partnership to provide $35.4 million to acquire, preserve, and manage the 3,600-acre parcel separating the TNC lands, thereby creating a contiguous 7,100-acre wildlife reserve and ensuring the conservation of this unique habitat. With the support of "Preserve Our Plateau" (POP, a group of concerned citizens), the Metropolitan Water District of Southern California (Metropolitan) contributed about 44 percent of the required funding, setting up an innovative mitigation bank for its future projects, including a major reservoir project. The County of Riverside (County) provided $15 million for creation of open space, and the California Department of Fish and Game (Fish and Game) provided $5 million from its wildlife conservation funds. TNC provided management support and helped coordinate with the local community support group, "Save Our Plateau." The U. S. Fish and Wildlife Service (Fish and Wildlife) provided technical and management support.

The partnership which evolved is an unusual blending of the practical and altruistic. On the practical side, the four government agencies each furthered basic agency goals through this partnership. On the altruistic side, TNC and POP achieved a long-term goal of unifying the reserve. These practical accomplishments required compromise, and each of the partners sacrificed some special interest to achieve the general goal of preserving the Plateau. The five institutional members now manage this land by consensus. Each brings funding and expertise to the task of preserving natural values, while allowing recreation and public education programs. Management by a consensus of regulatory agencies, environmental entities,

and a major project developer is a promising experiment in natural resources governance. The success of this endeavor demonstrates that a middle ground can be found to meet environmental challenges.

The Santa Rosa Plateau partnership has been recognized as model for future inter-governmental and private sector cooperation in the pursuit of environmental quality. It demonstrates that diverse interests, including the interests of those planning significant development in a region, can be brought together to accomplish a critical regional environmental goal.

6. A.

(1) The formal partnership consists of the Metropolitan Water District of Southern California, the County of Riverside, The Nature Conservancy, the California Department of Fish and Game, and the U. S. Fish and Wildlife Service. Preserve Our Plateau is involved in an informal manner. Metropolitan, the County, and the Department contributed funds to establish and fund the partnership. TNC and the Service provide planning assistance, technical, and management expertise. POP provides inspiration and local community support for management programs.

(2) Acquisition, preservation, and management of the Santa Rosa Plateau was the primary goal of the partnership. Management objectives included management for natural resource preservation and for interpretation and education. Establishing and ensuring the success of the partnership itself was also an objective.

As a part of the partnership agreements, a five-member operating committee (one voting member from each partner) was established. It acts by consensus to manage the entire 7,100-acre reserve, with TNC providing on the ground resources management and the County providing security patrols and interpretive services. The Department also provides interpretive service assistance. The committee acts under a management plan, with funding from an endowment of approximately $2.1 million (yielding about $170,000 per year for management.

The partnership management plan specifies roles of the partners and outlines the principles of natural resources and recreation management of the Plateau. The management committee acts within the framework of these objectives.

(3) The partnership shares management and regulatory responsibilities normally reserved to individual partners. For example, the Department and the Service are partners in management decisions which may, in some instances, require their regulatory review. Their role as partners means that they are intimately involved in formulation and implementation of management activities. Although the requirements of the National Environmental Policy Act (NEPA) and the California Environmental Quality Act (CEQA) apply to management activities, the Service and Department regulatory function is performed as a part of the management team, as well as independently. Management activities are thus pre-planned to ensure compliance.

The partnership includes Metropolitan, whose support was initially related to mitigation for its Eastside Reservoir Project. Metropolitan's project is underway and its mitigation has been accepted, but it remains involved in the partnership, actively engaged in cooperative regional environmental planning. Metropolitan has taken a lead role in multi-species planning for the Riverside County area, basing much of this effort on lands surrounding its facilities. As an example of Metropolitan's continuing interest, it has advised numerous other regional and local agencies in how to establish similar partnerships with local, state, and federal agencies. Metropolitan and the Riverside County Habitat Conservation Agency are currently cooperating on the county program to preserve habitat for the endangered Stephens' kangaroo rat.

TNC and the County Park and Open Space District have also been challenged by the partnership, which has brought them into regional planning of sensitive species on an equal footing with the resource agencies. The partnership has thus offered the various parties an opportunity to expand their perspectives, and to explore new management options for the region's resources.

The primary problem the partnership has overcome is the problem of adversarial relationships typical of regional planning. By bringing the partners together on a regular basis, and establishing a basis for trust and understanding, the partnership permits long-term land use planning to occur in a cooperative rather than an adversarial atmosphere.

(4) The preservation of 7,100 acres of the Santa Rosa Plateau was accomplished by the partnership in early 1991 when the 3,700-acre parcel scheduled to be developed was instead acquired and preserved. In addition to acquiring and preserving the Santa Rosa Plateau, the partnership has provided a model for other conservation agreements. In late 1991, the partners participated in a second management agreement to preserve a 1,600-acre area essential to the endangered Stephens' kangaroo rat. The partners are now cooperating on a multi-species plan for lands surrounding Metropolitan's two reservoirs in the region.

Another concrete achievement of the partners was negotiation of a mitigation banking agreement for Metropolitan's reservoir project. The formula for calculating "credits" and "debits" from the bank established at the Plateau was a significant advance over traditional habitat quality measurement techniques.

The least concrete, but perhaps the most important, achievement of the partnership has been establishment of a general spirit of cooperation and good will among the partners. This ultimately results in a better understanding of each partner's role in regional planning. As a direct result of this good will, resource agencies have had a positive impact on Metropolitan pipeline to avoid sensitive species areas.

(5) First, the partnership agreement itself can be adapted to other settings, because the role definitions and funding arrangements make sense for both regulatory agencies and for those seeking to develop in a responsible manner. Second, to solve the problems of mitigation banking, the partnership developed a general approach to habitat quality analysis which can be used as a model for future banking agreements. This methodology was recently recognized as a significant innovation in environmental planning by the Association of Environmental Professionals. Finally, the partnership's structure can be modeled by other local, regional, state, and federal agencies.

Application Form–1992

Please read the application form carefully and provide all information equested. Please type or print clearly. Supplementary pages should ollow the format of this form as closely as possible. Incomplete applications will not be considered.

1. Select the Award category for which you are competing:
(Note: A program may be entered in only one category. See descriptions of categories in Question 6.)

(01) X Partnership
(02) ___ Environmental Quality Management
(03) ___ Innovation
(04) ___ Education and Communication

2. Name of the project or program described in this application:

Santa Rosa Plateau Agreement

3. Name of Award Applicant(s): *(Use separate sheet, if needed)*

__ Mr. __ Mrs. __ Ms. __ Miss __ Dr.

Name: See attached sheet

Title: _____

Organization: _____

Street: _____

City: _____ State: _____ Zip: _____

Telephone: _____ Fax: _____

4. Program contact who can answer questions regarding the application:

XX Mr. __ Mrs. __ Ms. __ Miss __ Dr.

Name: N. Gregory Taylor

Title: Assistant to the General Manager

Organization: Metropolitan Water Dist. of Southern California

Street: P.O. Box 54153

City: Los Angeles State: CA Zip: 90054

Telephone: 213-250-6115 Fax: 213-250-6950

NOTE: The Selection Committee will rely heavily on Questions 5-6 in determining how well the application meets the award criteria.

Please attach a one-page (not to exceed 500 words) summary, suitable r publication, which provides a complete overview of the application. The one-page response should be clear, concise, and should emphasize quantifiable results or benefits of the program.

6. A-D: Please answer *only* the following Award criteria questions pertaining to the specific Award category for which you are applying. *(For example: Partnership category, answer questions A1-A5; EQM, B1-B7; Innovation, C1-C5; Education, D1-D5).*

Answers should be clear, concise and ***should emphasize quantifiable results or benefits*** of the program. Each answer to a sub-question should not exceed 100 words. Taken as a whole, all answers to criteria questions should not exceed two pages.

A. PARTNERSHIP: awarded to diverse organizations or groups that have fostered cooperative approaches to environmental needs at the local, regional, or national level.

1. Who are the partnership's members? What are their roles? What resources do they bring to the partnership?

2. What are the partnership's specific environmental or conservation objectives? Has a sustainable plan of concerted action for meeting these needs been established?

3. How is the partnership distinctive or innovative? What obstacles, environmental or otherwise, does it overcome?

4. What measurable environmental or conservation benefits has the partnership produced?

5. What aspects of the partnership can be modeled by others and transferred to other settings?

B. ENVIRONMENTAL QUALITY MANAGEMENT: awarded to organizations which have demonstrated that environmental values can be integrated into sound management decisions and objectives. ***(Note: This category reflects broad-based organizational approaches. Special programs or projects may be more appropriate for entry in one of the other three award categories.)***

1. What are the organization's environmental policies and objectives?

2. How has the organization's top management demonstrated commitment to these policies and objectives? Do the policies demonstrate commitment beyond legal compliance?

3. What are the organization's environmental standards for its product(s) and operations? *(Explain how they go beyond legal constraints and how they relate to management control mechanisms.)*

4. How are these policies and objectives incorporated in the: *a) Day-to-day management of the organization; b) Organization's decision-making about research and development, long-range planning, capital, and operating budgets?*

5. How are these policies and objectives reflected in the organization's relationships with employees, customers, suppliers, and the general public?

6. What are the organization's control mechanisms that give decision makers objective data to measure continuous performance improvement toward its short- and long-term environmental objectives?

7. What quantifiable, sustained environmental quality results in products and processes have resulted from the organization's environmental approach?

C. INNOVATION—awarded to individuals, organizations and groups who have demonstrated exceptional creativity or pioneered new approaches in the development and/or execution of technologies, programs, projects, or services that are environmentally sound and economically sensible?

1. What is the purpose of the technology, program, project or service?

2. How is the technology, program, project, or service distinctive or innovative? What obstacles, environmentally or otherwise, does it overcome?

3. How is the technology, program, project, or service superior to other approaches? Does it offer a viable alternative to a problem for which no solutions previously existed?

4. Can the technology, program, project or service be replicated in an economically feasible manner?

5. What are the measurable, net long-term environmental benefits or results of the technology, program, project, or service?

D. EDUCATION AND COMMUNICATION—awarded to individuals, organizations, or groups which have developed educational or informational programs that inspire respect for the environment and raise the public's environmental literacy.

1. What is the program? What are its environmental or conservation objectives?

2. Who is the program's audience? How large is the audience? How is the program's effect on the audience determined?

3. What is original or distinctive about the program?

4. What are the measurable results or benefits produced by the program? How does the program promote the development of an environmental ethic and make a positive contribution to environmental awareness?

5. How can the program be used or modeled by others?

NOTE: The following questions are for informational purposes.

7. How long has the technology, program, project or service been operational?

2 years

8. Which of the following most accurately describes the applicant(s)? (Check more than one, if applicable.)

(01) ___ National Business or Industry
(02) ___ Regional or Local Business or Industry
(03) XX National Nonprofit Organization or Foundation
(04) XX Regional or Local Nonprofit Organization
(05) XX Local or State Government/Government Agency
(06) ___ Educational Organization
(07) ___ Voluntary Civic Organization
(08) ___ Trade or Professional Society
(09) ___ Youth Organization
(10) ___ Labor Organization
(11) ___ Individual
(12) XX Other (Please describe): Federal Agency

9. If business or industry, which of the following best describes the type of business or industry?

(01) ___ Agriculture/Forestry
(02) ___ Aerospace
(03) ___ Communications
(04) ___ Construction
(05) ___ Electronics/Computers
(06) ___ Energy
(07) ___ Engineering
(08) ___ Environmental Services
(09) ___ Financial Services/Insurance/Real Estate
(10) ___ Manufacturing—Chemical
(11) ___ Manufacturing—Other
(12) ___ Mining
(13) ___ Recreation
(14) ___ Trade—Wholesale
(15) ___ Transportation
(16) ___ Utilities—Electric, Gas or _____
(17) ___ Other (Please describe): _____

10. Which of the following most accurately describes the environmental program under consideration for an award? (Check more than one, if applicable.)

(01) ___ agriculture
(02) ___ air quality
(03) XX conservation
(04) ___ education—general public
(05) ___ education—academic
(06) ___ energy
(07) XX environmental quality management
(08) ___ forestry
(09) ___ hazardous waste remediation
(10) ___ international
(11) ___ natural resources

(12) ___ pollution control
(13) XXrecreation
(14) ___ recycling
(15) ___ solid waste
(16) ___ source reduction/pollution prevention
(17) ___ water quality
(18) ___ wetlands
(19) XXwildlife and fish resources
(20) ___ Other (Please describe):_____

11. If applicable, list the sources of the program's support and the percentage of support provided, including grants and in-kind contributions of goods and services. *(Use separate sheet if needed).*

Source Metropolitan: $15.4 Mil % _____

Source Riverside County $15 Mil % _____

Source CDF&G $5 Million % _____

12. Please estimate the cost to develop the program or project, including approximate value of in-kind contributions of goods and services:

$ 40 million

13. If the project is ongoing, what is the annual cost?

2 million endowment

14. Please indicate which of the following are the primary audiences, beneficiaries, or users of the program or service, and estimate how many persons are served: (Select up to 3 categories.)

Type	How Many People
(01) __ Business or Industry	_____
(02) __ Trade or Professional Society	_____
(03) __ Government	_____
(04) __ Educational Organizations	_____
(05) __ Youth	_____
(06) __ Community or Public Interest Groups	300 people
(07) __ Local Community or Local Public	25,000 people
(08) __ General Public	200,000 people
(09) __ Employees	_____
(10) __ Customers or Clients	_____
(11) __ Other (Please describe): _____	

15. Has the program been honored with any other environmental or conservation awards in the past five years?

On April 28, 1992, the Association of Environmental Professionals recognized the Santa Rosa Plateau Management Agreement as an innivation in environmental documentation.

16. In one paragraph (not to exceed 50 words), please **summarize the program, its objectives and what it has accomplished.** Use space provided below. This paragraph should be suitable for use in a catalog, database or brochure.

The Santa Rosa Plateau Management Committe--MWD of Southern California, The Nature Conservancy, Riverside County, California Department of Fish and Game, and the U.S. Fish and Wildlife Services--saved the unique resources of the Santa Rosa Plateau and created a model for cooperation in regional environmental planning which can be used to bring regulatory agencies, and responsib developers together in a program which can simultaneously benefit wildlife and people.

17. Please include 3 one-page letters of recommendation attached to the application when it is submitted for consideration. Letters should be addressed: "Attention: Award References." References should have first-hand knowledge of the environmental program, service, or technology and should offer a candid evaluation of its success or effectiveness. References may also include users or beneficiaries of your program.

NOTE: Letters of recommendation must accompany the application when it is submitted to CEQ. Letters sent directly to CEQ will not be considered. Please list the references in the spaces below.

Name: ATTACHED

Title: _____

Street: _____

City: _____ State: _____ Zip: _____

Telephone: _____ Fax: _____

Name: _____

Title: _____

Street: _____

City: _____ State: _____ Zip: _____

Telephone: _____ Fax: _____

Name: _____

Title: _____

Street: _____

City: _____ State: _____ Zip: _____

Telephone: _____ Fax: _____

18. Please sign below to indicate that all applicants agree a) to abide by the rules and requirements of the awards competition, and b) that all information submitted is true and accurate to the best of their knowledge.

Signature: N. Gregory Taylor Date: March 27, 1992

Title: Exec. Asst. to General Manager Organization: The Metropolitan Water District of Southern Calif.

Telephone: 213-250-6115

How to Apply

Completed applications must be postmarked by May 22, 1992 and mailed to the:

The President's Environment and
Conservation Challenge Awards
Council on Environmental Quality
The White House
722 Jackson Place, NW
Washington, DC 20503

All information submitted with the application should be considered public information and becomes property of the President's Challenge Awards program.

Award recipients will be notified in Fall 1992. Recipients must be willing to assist the President's Challenge Awards program in making nonproprietary information about their environmental programs available to others who wish to replicate their success.

Application Format

Please submit one original and four photocopies of your application. You may include up to 10 pages of supporting materials. (NOTE: Photocopying both sides of a sheet of paper will be considered two-pages.) Any oversized items must be reduced to fit a standard 8.5" x 11" page format.

Supporting materials may include items such as brochures, photographs, press clippings, and graphs depicting the program's results. The materials may not be used as a substitute for written responses to Questions 5 and 6.

The order of pages in the submitted application should be as follows:

1. 4-page application (Questions 1-20)
2. 500-word overview summary (Question 5)
3. 2-page responses to criteria questions (Question 6)
4. 10 pages of supporting materials
5. 3 letters of recommendation (Question 17)

NOTE: The entire package should be stapled in the upper, left-hand corner. Any items sent over the 10-page limit of supporting materials will be disregarded and not reviewed by the technical evaluators and selection committee. Do not put the application or backup materials into a binder, notebook or plastic cover.

OMB Control No. 0331-0002, (Exp. 2/95): As required by the Paperwork Reduction Act, CEQ estimates that completion of this application will take 10 hours. Send comments regarding the collection of this information, including suggestions for reducing the paperwork burden, to CEQ and also to: Paperwork Reduction Project, Office of Management and Budget, Office of Information and Regulatory Affairs, 725 17th Street, NW, Washington, D.C., 20503

Application Form - 1992

3. Names of Applicants:

A. Mr. Carl Boronkay
General Manager
Metropolitan Water District of Southern California
P. O. Box 54153
Los Angeles, California 90054
213-250-6252, 213-250-6950 (FAX)

B. Mr. Steve McCormick
State Director
The Nature Conservancy
785 Market Street
San Francisco, California 94103
415-777-0487, 415-777-0244 (FAX)

C. Mr. Boyd Gibbons
Director
California Department of Fish and Game
1416 Ninth Street, 12th Floor
Sacramento, California 95814
916-653-7667, 916-653-1856 (FAX)

D. The Honorable Walter P. Abraham
Supervisor, District 1
Riverside County
4080 Lemon Street
Riverside, California 92501
714-275-1010, 714-275-1105 (FAX)

E. The Honorable Kay Ceniceros
Supervisor, District 3
4080 Lemon Street
Riverside, California 92501
714-275-1010, 714-275-1105 (FAX)

F. Mr. Marvin L. Plenert
Regional Director
U. S. Fish and Wildlife Service
Eastside Federal Complex
911 NE 11th Avenue
Portland, Oregon 97232
503-231-6118, 503-231-6116 (FAX)

G. Dr. Daniel Silver
President
Preserve Our Plateau
1422 North Sweetzer Avenue, #401
Los Angeles, California 90069
213-654-1456

5. Summary

The Santa Rosa Plateau in southwestern Riverside County, California, is one of the last native grasslands in the southern California, a remnant of southern California's natural heritage which supports hundreds of rare and native species. Among other resources, the plateau supports the last remaining self-sustaining Engelmann Oak forest in the world. In 1990, The Nature Conservancy (TNC) owned about 3,500 acres of the plateau, in two parcels separated by a private parcel scheduled to be developed. Acquisition and preservation of this land was considered the highest regional environmental priority by TNC and others, such as the Audubon Society and the Sierra Club. However, acquisition was beyond the financial capabilities of any individual party. A partnership was essential.

Faced with imminent loss of this unique and biologically significant area, six groups united in a public-private partnership to provide $35.4 million to acquire, preserve, and manage the 3,600-acre parcel separating the TNC lands, thereby creating a contiguous 7,100-acre wildlife reserve and ensuring the conservation of this unique habitat. With the support of "Preserve Our Plateau" (POP, a group of concerned citizens), the Metropolitan Water District of Southern California (Metropolitan) contributed about 44 percent of the required funding, setting up an innovative mitigation bank for its future projects, including a major reservoir project. The County of Riverside (County) provided $15 million for creation of open space, and the California Department of Fish and Game (Fish and Game) provided $5 million from its wildlife conservation funds. TNC provided management support and helped coordinate with the local community support group, "Save Our Plateau." The U. S. Fish and Wildlife Service (Fish and Wildlife) provided technical and management support.

The partnership which evolved is an unusual blending of the practical and altruistic. On the practical side, the four government agencies each furthered basic agency goals through this partnership. On the altruistic side, TNC and POP achieved a long-term goal of unifying the reserve. These practical accomplishments required compromise, and each of the partners sacrificed some special interest to achieve the general goal of preserving the Plateau. The five institutional members now manage this land by consensus. Each brings funding and expertise to the task of preserving natural values, while allowing recreation and public education programs. Management by a consensus of regulatory agencies, environmental entities,

and a major project developer is a promising experiment in natural resources governance. The success of this endeavor demonstrates that a middle ground can be found to meet environmental challenges.

The Santa Rosa Plateau partnership has been recognized as model for future inter-governmental and private sector cooperation in the pursuit of environmental quality. It demonstrates that diverse interests, including the interests of those planning significant development in a region, can be brought together to accomplish a critical regional environmental goal.

6. A.

(1) The formal partnership consists of the Metropolitan Water District of Southern California, the County of Riverside, The Nature Conservancy, the California Department of Fish and Game, and the U. S. Fish and Wildlife Service. Preserve Our Plateau is involved in an informal manner. Metropolitan, the County, and the Department contributed funds to establish and fund the partnership. TNC and the Service provide planning assistance, technical, and management expertise. POP provides inspiration and local community support for management programs.

(2) Acquisition, preservation, and management of the Santa Rosa Plateau was the primary goal of the partnership. Management objectives included management for natural resource preservation and for interpretation and education. Establishing and ensuring the success of the partnership itself was also an objective.

As a part of the partnership agreements, a five-member operating committee (one voting member from each partner) was established. It acts by consensus to manage the entire 7,100-acre reserve, with TNC providing on the ground resources management and the County providing security patrols and interpretive services. The Department also provides interpretive service assistance. The committee acts under a management plan, with funding from an endowment of approximately $2.1 million (yielding about $170,000 per year for management.

The partnership management plan specifies roles of the partners and outlines the principles of natural resources and recreation management of the Plateau. The management committee acts within the framework of these objectives.

(3) The partnership shares management and regulatory responsibilities normally reserved to individual partners. For example, the Department and the Service are partners in management decisions which may, in some instances, require their regulatory review. Their role as partners means that they are intimately involved in formulation and implementation of management activities. Although the requirements of the National Environmental Policy Act (NEPA) and the California Environmental Quality Act (CEQA) apply to management activities, the Service and Department regulatory function is performed as a part of the management team, as well as independently. Management activities are thus pre-planned to ensure compliance.

The partnership includes Metropolitan, whose support was initially related to mitigation for its Eastside Reservoir Project. Metropolitan's project is underway and its mitigation has been accepted, but it remains involved in the partnership, actively engaged in cooperative regional environmental planning. Metropolitan has taken a lead role in multi-species planning for the Riverside County area, basing much of this effort on lands surrounding its facilities. As an example of Metropolitan's continuing interest, it has advised numerous other regional and local agencies in how to establish similar partnerships with local, state, and federal agencies. Metropolitan and the Riverside County Habitat Conservation Agency are currently cooperating on the county program to preserve habitat for the endangered Stephens' kangaroo rat.

TNC and the County Park and Open Space District have also been challenged by the partnership, which has brought them into regional planning of sensitive species on an equal footing with the resource agencies. The partnership has thus offered the various parties an opportunity to expand their perspectives, and to explore new management options for the region's resources.

The primary problem the partnership has overcome is the problem of adversarial relationships typical of regional planning. By bringing the partners together on a regular basis, and establishing a basis for trust and understanding, the partnership permits long-term land use planning to occur in a cooperative rather than an adversarial atmosphere.

(4) The preservation of 7,100 acres of the Santa Rosa Plateau was accomplished by the partnership in early 1991 when the 3,700-acre parcel scheduled to be developed was instead acquired and preserved. In addition to acquiring and preserving the Santa Rosa Plateau, the partnership has provided a model for other conservation agreements. In late 1991, the partners participated in a second management agreement to preserve a 1,600-acre area essential to the endangered Stephens' kangaroo rat. The partners are now cooperating on a multi-species plan for lands surrounding Metropolitan's two reservoirs in the region.

Another concrete achievement of the partners was negotiation of a mitigation banking agreement for Metropolitan's reservoir project. The formula for calculating "credits" and "debits" from the bank established at the Plateau was a significant advance over traditional habitat quality measurement techniques.

The least concrete, but perhaps the most important, achievement of the partnership has been establishment of a general spirit of cooperation and good will among the partners. This ultimately results in a better understanding of each partner's role in regional planning. As a direct result of this good will, resource agencies have had a positive impact on Metropolitan pipeline to avoid sensitive species areas.

(5) First, the partnership agreement itself can be adapted to other settings, because the role definitions and funding arrangements make sense for both regulatory agencies and for those seeking to develop in a responsible manner. Second, to solve the problems of mitigation banking, the partnership developed a general approach to habitat quality analysis which can be used as a model for future banking agreements. This methodology was recently recognized as a significant innovation in environmental planning by the Association of Environmental Professionals. Finally, the partnership's structure can be modeled by other local, regional, state, and federal agencies.

SACRAMENTO ADDRESS
STATE CAPITOL
95814
(916) 445-9781

DISTRICT OFFICE
360
100 LIME STREET
SUITE 111
RIVERSIDE, CA 92501
(714) 782-4111

California State Senate

STATE SENATOR
ROBERT PRESLEY
THIRTY-SIXTH SENATORIAL DISTRICT
CHAIRMAN
SENATE COMMITTEE ON APPROPRIATIONS

COMMITTEES
APPROPRIATIONS (CHAIRMAN)
JUDICIARY
AGRICULTURE AND WATER RESOURCES

JOINT COMMITTEES
PRISON CONSTRUCTION AND OPERATIONS (CHAIRMAN)
LEGISLATIVE ETHICS (VICE CHAIRMAN)
LEGISLATIVE AUDIT
REVISION OF THE PENAL CODE

SELECT COMMITTEES
CHILDREN AND YOUTH (CHAIRMAN)
MOBILEHOMES
PACIFIC RIM (VICE CHAIRMAN)
BUSINESS DEVELOPMENT
FAIRS & RURAL ISSUES
PLANNING FOR CALIFORNIA'S GROWTH

SPECIAL COMMITTEES
SOLID & HAZARDOUS WASTE
THE GREENHOUSE EFFECT. OZONE DEPLETION & ATMOSPHERIC POLLUTION

May 21, 1992

The Honorable George Bush
President of the United States
c/o The Council on Environmental Quality
722 Jackson Place, Northwest
Washington, D.C. 20503

Dear President Bush:

I am writing to express my support for the submittal made by The Metropolitan Water District of Southern California in the innovative partnership category of the above-captioned awards program.

MWD is one of five partners that jointly manage the Santa Rosa Plateau Ecological Reserve, which is located in my district in Riverside County. The Reserve embraces nearly 7,000 acres of virtually undisturbed native grasslands and oak woodlands that have nearly vanished from Southern California.

The other partners are the U.S. Fish and Wildlife Service, the Nature Conservancy (which made the initial land acquisition for the Reserve in 1984), the California Department of Fish and Game, and the Riverside County Regional Park and Open Space District. The State and the County contributed, respectively, $5.0 million, and $15.0 million, which, when combined with MWD's $15.4 million, funded the acquisitions necessary to complete protection of this important example of California's natural heritage.

The five partners make management decisions about the Reserve on a consensus basis, with no split votes. While this process can be time-consuming, the partners all recognize that the process of building consensus results in decisions that are stronger because they have the commitment of all the partners.

While the Reserve partly serves as a "mitigation bank" for one of MWD's nearby projects, this approach has successfully blurred the distinction between regulating and regulated parties, thereby enabling the focus of the partnership to remain the protection

and management of the natural resources of the Reserve. In this setting, the partners can utilize their own particular and different areas of expertise and carry out their particular responsibilities in the management of the Reserve.

I believe this successful and innovative partnership approach to the management of significant and sensitive natural habitat is deserving of your award, and the recognition thereby conferred will assist in acquainting others with the possibilities of this approach.

Sincerely,

ROBERT PRESLEY
State Senator

RP:ja/ca:cl

CALIFORNIA LEGISLATURE

SACRAMENTO OFFICE:
STATE CAPITOL
P[illegible] 942848
S[illegible] ENTO 94248-0001
(916) 445-7852
FAX (916) 324-1393
NANCY J. NEWBILL
SENIOR ASSISTANT

COMMITTEES:
AGRICULTURE
HEALTH
LABOR & EMPLOYMENT
WATER, PARKS & WILDLIFE

DISTRICT OFFICE:
6840 INDIANA AVENUE
SUITE 150
RIVERSIDE 92506
(714) 369-6644
FAX (714) 369-0366
MARGI WEGGELAND
ADMINISTRATIVE ASSISTANT

TOLL FREE
1-800-824-5200

DAVID G. KELLEY
ASSEMBLYMAN, SEVENTY-THIRD DISTRICT
RIVERSIDE COUNTY
VICE CHAIRMAN
WATER, PARKS AND WILDLIFE COMMITTEE

May 21, 1992

The Honorable George Bush
President of the United States
c/o The Council on Environmental Quality
722 Jackson Place N.W.
Washington, D.C. 20503

Subject: "The President's 1992 Environment and Conservation Challenge Awards"

Dear Mr. President:

I am writing to express my support for the Santa Rosa Plateau Ecological Reserve which has been submitted for consideration for an award in the partnership category.

The management of the Plateau is an innovative, successful model for integrating diverse public agencies and private entities. The partners all serve on a management committee that makes decisions on the basis of a natural resource management plan and in accordance with a cooperative management agreement that assigns responsibilities among the parties.

The five partners, and their respective responsibilities, are as follows:

*U.S. FISH AND WILDLIFE SERVICE provides consulting services in biological management and oversees research.

*THE CALIFORNIA DEPARTMENT OF FISH AND GAME is the principal trustee agency. It is charged with the protection of wildlife and their habitat, and will participate in providing interpretive programs for the visiting public.

*THE RIVERSIDE COUNTY REGIONAL PARK AND OPEN SPACE DISTRICT patrols the Reserve, supervises visitors, administers funds and provides interpretive services.

*THE METROPOLITAN WATER DISTRICT OF SOUTHERN CALIFORNIA participated in the acquisition of the land for the Reserve as mitigation for a project it proposes to construct nearby; and, has provided a substantial endowment for day-to-day operations at the Reserve, as well as research concerning its' natural resources.

*THE NATURE CONSERVANCY, which made the first acquisitions for the Reserve in 1984, serves as Reserve Manager, planning and carrying out responsibilities on a daily basis for the protection and enhancement of the Reserve's natural resources.

This allocation of responsibility takes fullest advantage of the contributions possible from each partner and reflects their legal and financial interests in the Reserve.

I respectfully suggest that this innovative partnership is most deserving of your award.

Sincerely,

David G. Kelley

DAVID G. KELLEY
Member of the Assembly
State of California

DK:nln

ROGERS ENGINEERING CIVIL ENGINEERING · LAND SURVEYING

May 20, 1992

Council on Environmental Quality
The White House
722 Jackson Place NW
Washington, D.C. 20503

Re: The President's Environment and Conservation Challenge Awards

Dear Mr. President,

May I suggest that you consider the Santa Rosa Plateau Agreement as a worthy candidate for the above-referenced award. This agreement enabled the Santa Rosa Plateau Preserve, in southwestern Riverside County, California, to be expanded in size from 3,600 acres to 7,100 acres, and almost certainly saved the original preserve from a very uncertain fate as a semi-urban park surrounded by housing tracts. This was an incredible demonstration of the fact that, with proper leadership, major public agencies and private environmental groups can form strong and positive alliances which far exceed their individual capabilities, and which certainly provide an outstanding model for similar arrangements in other parts of the country.

I live near the Preserve, and I have hiked many of its trails with my family. We have just begun to appreciate how beautiful this part of the state must have been in 1840 or 1850, and we will always be grateful to the agencies involved and, most particularly to The Nature Conservancy, for their efforts in completing this agreement.

You should be aware of the essential part which a small, local grass-roots organization called "Preserve Our Plateau" played in bringing the situation to the attention of both elected officials and agency management. Without the long-term efforts of this group, led by Dr. Dan Silver, I do not believe that the plateau agreement would have ever been seriously considered by any of the involved agencies.

The Plateau Agreement is exactly the kind of cooperative private/public partnership which will enable us to protect and preserve many aspects of the natural majesty which makes this Country such a special place in the World. I would urge your approval of the nomination of this Agreement to receive The President's Environment and Conservation Challenge Award.

Thank you for your consideration.

Respectfully yours,
ROGERS ENGINEERING

John B. Rogers, P.E.

27393 Ynez Road · Suite 154 · Temecula, CA 92591-4605 · Telephone (714) 676-2529 · FAX (714) 699-3591

MURRIETA SPRINGS

May 20, 1992

The President's Environment and Conservation Challenge Awards
Council on Environmental Quality
THE WHITE HOUSE
722 Jackson Place NW
Washington, DC 20503
Attention: Award References

Dear Mr. President:

Please consider for your Environment and Conservation Challenge Award a truly exceptional co-operative project known as the Santa Rosa Plateau Preserve.

This exceptional, biologically significant area of Southwest Riverside County, California faced inanimate loss from the pressures of urbanization until disparate and frequently opposing groups melded together in a common objective... preservation of this natural resource.

Private sector development interests, governmental agencies of diverse charge and ordinary citizens all sought the singular goal of acquiring, planning and managing for all generations the Santa Rosa Plateau.

Our project, a nearby regional shopping mall, has joined in the spirit of this effort and committed significant resources to the goal.

We hope you will agree with us, that the unique accomplishments of this partnership in preserving such a significant environmental asset, deserves the recognition of your award.

Thank you for your consideration of this request.

Sincerely,

DONAHUE SCHRIBER, a
California corporation

John Haskell, irl

John Haskell
Project Developer

JH/irl

3501 Jamboree Road, Suite 300, South Tower • Newport Beach • [illegible]

The Santa Rosa Plateau...

...a Park by Nature

PRESERVE OUR PLATEAU
P.O. Box 1534
Wildomar, CA 92395

PRESERVE OUR PLATEAU

Post Office Box 1534 Wildomar, California 92595

P. 016

May 29, 1992

The Council on Environmental Quality
The White House
722 Jackson Place, N.W.
Washington, D.C. 20503

RE: The President's 1992 Environmental and Conservation Challenge Awards

Dear Council Members:

This letter is in support of the submittal made by the Metropolitan Water District of Southern California on behalf of the Santa Rosa Plateau Partnership. The other partners are the Riverside County Regional Park and Open Space District, The Nature Conservancy, the California Dept. of Fish and Game, and the U.S. Fish and Wildlife Service. What this group did was precedent-setting, nationally significant, and will be meaningful for all future generations of Southern Californians.

The work "challenge " in your award is particularly appropriate in this case. While our grassroots citizens group, Preserve Our Plateau, was instrumental in making the public aware of the great wildlife and ecological values represented by the Santa Rosa Plateau, its actual preservation required obstacle after obstacle to be overcome in a short period of time. The partners did just that. To implement the sale and management agreement required enormous innovation in creating novel financing and mitigation banking mechanisms. It required unprecedented cooperation among parties with diverse needs, and the realization that only in partnership could a task of this magnitude be undertaken. It took a remarkable dedication of purpose borne of a true love of nature and the desire to serve the public with the finest parklands in our region. It united ordinary citizens, private landowners, public officials, and multiple agencies with a common purpose. And the challenge was succesfully met.

We believe that the Santa Rosa Plateau partnership has created a new "win-win" ethic in problem-solving and a new methodology for land protection. What we have learned will be applied again and again in the future. Our group hopes that more people across the country will also learn and be inspired by this partnership via your award.

Thank you.

Sincerely,

Dan Silver, MD

Dan Silver, MD
President

Den P.01
JUN 9 1992

RIVERSIDE COUNTY
Regional Park And Open-Space District

4600 Crestmore Road • P.O. Box 3507 • Riverside, CA 92519-3507 • (714) 275-4310
Fax (714) 684-7044
PAUL D. ROMERO
General Manager

June 1, 1992

The Honorable George Bush
President of the United States
c/o The Council on Environmental Quality
722 Jackson Place, Northwest
Washington, D.C. 20503

Dear President Bush:

The President's 1992 Environment and Conservation Challenge Awards

I am writing to express my support for the submittal made by The Metropolitan Water District of Southern California in the innovative partnership component of the 1992 Environment and Conservation Challenge Awards program which is sponsored by your Council on Environmental Quality.

The property known as the Santa Rosa Plateau is a true treasure. No other area in southern California possesses the unique qualities and character of this important natural resource. The Metropolitan Water District of Southern California (MWD) and its partners developed a program to acquire, protect, manage, and enhance these precious resources for future generations. Through their leadership, what was once only a dream became a reality. Certainly, recognition of their tremendous success is warranted.

Being one of the partners in this "great adventure," I can attest to the difficulties encountered by MWD in convincing all parties that the innovative process proposed for a multi-million dollar acquisition could be successful. Certainly, no individual or agency questioned the value in protecting the Santa Rosa Plateau, but many were skeptical of the complicated process used to acquire and manage this natural resource. To the credit of all parties, especially Mr. Gregory Taylor of the Metropolitan Water District of Southern California, what was accomplished will be acknowledged as a benefit to all Americans who respect and value environmental quality. I would urge your consideration of the nomination and recognition of the innovative partnership by presenting the Environment and Challenge Award for 1992 to the successful joint venture that preserved the Santa Rosa Plateau in southwestern Riverside County, California.

Sincerely,

Paul D. Romero
General Manager

0181R

Application Summary

ID Number: P.041

Project: Keep Texas Beautiful, Inc.

Contact: Ms. Yolette C. Zepeda
Keep Texas Beautiful, Inc.
101 E. 9th Street, #1103
Austin, TX 78701-

Telephone:
(800) 253-2689

Summary: Texans are getting a great return on their investment as Keep Texas Beautiful, Inc. strives to preserve and enhance the natural beauty of the Lone Star State. It is building successful public/private partnerships, and bringing diverse groups together for a common goal -- the precious natural environment. When one compounds each year's results by the long term commitment, the full effect is as big as Texas. Who keeps America beautiful? Why partner...Keep Texas Beautiful does!

NOTE: Some technical evaluators provided written opinions, based on their view of the criteria. The following is included for your background only.

Comments: State-wide in activities; diverse in scope of initiatives; well-established with 25-year history; involves numerous groups.

Hard to see what they really do.

Good program but not really a partnership.

marked

Keep Texas Beautiful, Inc.
P.O. BOX 2251 • AUSTIN, TEXAS 78768 • 512/478-8813

SUMMARY: The mission of Keep Texas Beautiful, Inc., is to preserve the natural beauty and environment of Texas by forging a partnership between grassroots volunteer organizations and the public and private sectors to improve the quality of life, to enhance economic development and tourism, and to conserve public and natural resources through education and public awareness activities including those that encourage proper solid waste management and responsible behavior by all Texans and visitors to Texas.

Keep Texas Beautiful, Inc.:

• Since 1967, has been providing grassroots solutions to Texas' solid waste and litter issues by bringing together a diverse coalition of state and local government officials, businesses, industry, civic leaders, educational and environmental groups and dedicated citizens.

• Has a statewide cost benefit ratio of $3 private dollars to every $1 contributed to our program.

•Is under contract with U.S. Environmental Protection Agency to provide public education, technical assistance and training services promoting integrated solid waste management to Texas communities; the Texas Department of Transportation as the grassroots component of its "Don't Mess With Texas" litter reduction campaign; and the Texas Water Commission to provide an integrated, statewide litter/solid waste management education program to all Texas public and private schools.

• Sponsors the annual Governor's Community Achievement Awards, now the largest volunteer community environmental improvement awards program of its kind in the nation, offering guidance, incentives, and recognition for outstanding partnership programs that promote waste reduction/recycling, cleanups, litter law enforcement, adult and youth environmental education, public awareness and beautification.

In 1991 alone, KTB won "Best State-wide Program in the Nation Award" for a unprecedented second consecutive year from Keep America Beautiful; received the "Environmental Excellence Award" for recycling education from the U.S. Environmental Protection Agency; involved 5.4 million Texans in 400 Affiliate Communities, 1,556 civic groups, 6,000 public and private schools, 419,564 youth, 3,806 Adopt-a-Highway groups, 4,792 businesses; recorded a total of 554,175 people hours in community cleanups; helped reduced litter along Texas highways and roadways by 72%; co-sponsored the Great Texas Beach Trash Off, netting 394 tons of beach litter with the help of 23,000 volunteers; recorded over $10 million in cash and in-kind donations; removed 490,905 cubic yards of trash along 14,338 miles of city streets, 7,695 miles of highway, 2,532 miles of creeks, 2,194 miles of lakeshores, and 123 miles of beach front; participated in the Texas Glad Bag-A-Thon program with the help of more than 80,000 Texans, part of the nation's largest organized cleanup and recycling effort.

A. Partnership:

1. Some of the Keep Texas Beautiful, Inc. partners (most since 1967) include: the Clean World International, United States Environmental Protection Agency, Keep America Beautiful, Inc.(and their vast network of public/private partners), National Wildflower Research Center, National Forest Service, National Urban Forest Council, United Nations Children's Alliance for the Protection of the Environment, Rotary International, Lions International, Girl Scouts, Boy Scouts, 4-H, FFA; and, Texas' Department of Transportation, Water Commission, General Land Office, Attorney General, Governor's Office, Education Agency, Department of Agriculture, Agricultural Extension Service, Department of Public Safety, Council of Governments, Municipal League, Garden Club, Junior League; and, an additional 1,556 civic groups, 4,792 businesses, 3,806 Adopt-a-Highway groups, 6,000 public and private schools , and 5.4 million program participants in over 400 KTB Affiliate Communities. Partners brought over $10,000,000 in cash and in-kind contributions, a $3 to $1 cost benefit ratio, 554,175 volunteer hours, knowledge, experience, contacts, commitment and fun.

2. Keep Texas Beautiful, Inc. objectives include: Involve 100% of Texas communities in the KTB programs; and, become the state-wide clearinghouse for environmental issues relating to solid waste disposal, recycling, litter prevention, and tree programs; and, eliminate litter from Texas highways; and, encourage and promote beautification of Texas communities; and, educate all Texas citizens in proper solid waste management; and, support continued growth of the Keep America Beautiful System in Texas. Yes. KTB has a Long Range Plan; and, a Fund Development Policy; and, an ongoing, and well established, organized, and trained outreach and state-wide, regional, county, and community network support system; and, an ongoing leadership development, programs, and issue training system; and, 25 years of broad-based support and experience.

3. The Keep Texas Beautiful, Inc.'s partnership is distinctive and innovative because it creates and supports local efforts to form grassroots partnerships to positively seek solutions to local environmental issues. Built on community pride, broad-based and diverse community support and participation create a sense of local and individual ownership, crossing political, socioeconomic, ethnic, technological, and environmental "fashion" lines or barriers. The collective efforts benefit the state, the nation, and the world.

4. The Keep Texas Beautiful, Inc. partnership's provide the following measurable environmental benefits: (some are given in #1 above and most are totals for the 1991 program year)

Litter along Texas highways and roadways was reduced by 78%.

The Great Texas Beach Trash Off, netted 394 tons of beach litter with the help of 23,000 volunteers.

Texas teachers spent 73,814 hours teaching the Keep America Beautiful solid waste curriculum, "Waste In Place."

49,675 minutes of radio time, 104,333 column inches of newspaper and magazine, and 181,739 minutes of television time record for local public awareness programs.

Volunteers removed 490,905 cubic yards of trash along 14,338 miles of city streets, 7,695 miles of highway, 2,532 miles of creeks, 2,194 miles of lakeshores, and 123 miles of beach front.

Over 80,000 Texans participated in the Texas Glad Bag-A-Thon program, part of the nation's largest organized cleanup and recycling effort sponsored by Keep America Beautiful, Inc. and GLAD Wrap and Bags.

KTB affiliate communities planted more than 1 million trees

142,021 acres of parks and 58,483 unsightly vacant lots cleaned and mowed, 11,184 junked cars removed, 2,850 indiscriminate dumpsites cleaned and removed 2,352 dilapidated homes removed.

1,031,332 educational brochures and pamphlets, 1,020,643 litter bags, and 415,393 newsletters distributed.

154,882 Texans trained in litter reduction workshops.

83% of 400 KTB Affiliate Communities' populations reached.

3,545 littering citations and 11,867 warnings were issued, resulting in 1,848 convictions.

1 million tons of aluminum, cardboard, glass, metal, paper and plastic 356,000 batteries, 1.6 million tires, 370,000 gallons of motor oil, 155,000 cubic yards of yard waste, and 42,000 yards of Christmas trees recycled.

5. The Keep Texas Beautiful, Inc. partnership is a formula transferable to drug awareness, teen pregnancy, literacy, homelessness and other such issues. It involves behavior modification and attitude change through education and awareness. The formula is the foundation of the Keep America Beautiful System, of which Keep Texas Beautiful, Inc. is the leading state-wide affiliate, and it works. The formula includes five steps:

GET THE FACTS
INVOLVE THE PEOPLE
DEVELOP A SYSTEMATIC APPROACH
FOCUS ON RESULTS
PROVIDE POSITIVE REINFORCEMENT

Application Form–1992

Please read the application form carefully and provide all information requested. Please type or print clearly. Supplementary pages should follow the format of this form as closely as possible. Incomplete applications will not be considered.

1. Select the Award category for which you are competing:
(Note: A program may be entered in only one category. See descriptions of categories in Question 6.)

(01) X Partnership
(02) ___ Environmental Quality Management
(03) ___ Innovation
(04) ___ Education and Communication

2. Name of the project or program described in this application:

Keep Texas Beautiful, Inc.

3. Name of Award Applicant(s): *(Use separate sheet, if needed)*

__ Mr. __ Mrs. X Ms. __ Miss __ Dr.

Name: SueAnn Wade-Crouse

Title: President

Organization: Keep Texas Beautiful, Inc.

Street: 101 E. 9th Street, Suite 1103

City: Austin State: Texas Zip: 78701

Telephone: (1-800-CLEAN-TX) Fax: (512) 478-2640

4. Program contact who can answer questions regarding the application:

__ Mr. __ Mrs. X Ms. __ Miss __ Dr.

Name: Wade-Crouse or Ms. Yolette C. Zepeda

Title: Programs Coordinator

Organization: Keep Texas Beautiful, Inc.

Street: 101 E. 9th Street, Suite 1103

City: Austin State: Texas Zip: 78701

Telephone: (1-800-CLEAN-TX) Fax: (512) 478-2640

NOTE: The Selection Committee will rely heavily on Questions 5-6 in determining how well the application meets the award criteria.

Please attach a one-page (not to exceed 500 words) summary, suitable for publication, which provides a complete overview of the application. The one-page response should be clear, concise, and should emphasize quantifiable results or benefits of the program.

6. A-D: Please answer *only* the following Award criteria questions pertaining to the specific Award category for which you are applying. *(For example: Partnership category, answer questions A1-A5; EQM, B1-B7; Innovation, C1-C5; Education, D1-D5).*

Answers should be clear, concise and ***should emphasize quantifiable results or benefits*** of the program. Each answer to a sub-question should not exceed 100 words. Taken as a whole, all answers to criteria questions should not exceed two pages.

A. PARTNERSHIP: awarded to diverse organizations or groups that have fostered cooperative approaches to environmental needs at the local, regional, or national level.

1. Who are the partnership's members? What are their roles? What resources do they bring to the partnership?

2. What are the partnership's specific environmental or conservation objectives? Has a sustainable plan of concerted action for meeting these needs been established?

3. How is the partnership distinctive or innovative? What obstacles, environmental or otherwise, does it overcome?

4. What measurable environmental or conservation benefits has the partnership produced?

5. What aspects of the partnership can be modeled by others and transferred to other settings?

B. ENVIRONMENTAL QUALITY MANAGEMENT: awarded to organizations which have demonstrated that environmental values can be integrated into sound management decisions and objectives ***(Note: This category reflects broad-based organizational approaches. Special programs or projects may be more appropriate for entry in one of the other three award categories.)***

1. What are the organization's environmental policies and objectives?

2. How has the organization's top management demonstrated commitment to these policies and objectives? Do the policies demonstrate commitment beyond legal compliance?

3. What are the organization's environmental standards for its product(s) and operations? *(Explain how they go beyond legal constraints and how they relate to management control mechanisms.)*

4. How are these policies and objectives incorporated in the: *a) Day-to-day management of the organization; b) Organization's decision-making about research and development, long-range planning, capital, and operating budgets?*

5. How are these policies and objectives reflected in the organization's relationships with employees, customers, suppliers, and the general public?

6. What are the organization's control mechanisms that give decision makers objective data to measure continuous performance improvement toward its short- and long-term environmental objectives?

7. What quantifiable, sustained environmental quality results in products and processes have resulted from the organization's environmental approach?

C. INNOVATION—awarded to individuals, organizations and groups who have demonstrated exceptional creativity or pioneered new approaches in the development and/or execution of technologies, programs, projects, or services that are environmentally sound and economically sensible?

1. What is the purpose of the technology, program, project or service?

2. How is the technology, program, project, or service distinctive or innovative? What obstacles, environmentally or otherwise, does it overcome?

3. How is the technology, program, project, or service superior to other approaches? Does it offer a viable alternative to a problem for which no solutions previously existed?

4. Can the technology, program, project or service be replicated in an economically feasible manner?

5. What are the measurable, net long-term environmental benefits or results of the technology, program, project, or service?

D. EDUCATION AND COMMUNICATION—awarded to individuals, organizations, or groups which have developed educational or informational programs that inspire respect for the environment and raise the public's environmental literacy.

1. What is the program? What are its environmental or conservation objectives?

2. Who is the program's audience? How large is the audience? How is the program's effect on the audience determined?

3. What is original or distinctive about the program?

4. What are the measurable results or benefits produced by the program? How does the program promote the development of an environmental ethic and make a positive contribution to environmental awareness?

5. How can the program be used or modeled by others?

NOTE: The following questions are for informational purposes.

7. How long has the technology, program, project or service been operational?

25 years

8. Which of the following most accurately describes the applicant(s)? (Check more than one, if applicable.)

(01) ___ National Business or Industry
(02) ___ Regional or Local Business or Industry
(03) ___ National Nonprofit Organization or Foundation
(04) X Regional or Local Nonprofit Organization
(05) ___ Local or State Government/Government Agency
(06) X Educational Organization
(07) X Voluntary Civic Organization
(08) ___ Trade or Professional Society
(09) ___ Youth Organization
(10) ___ Labor Organization
(11) ___ Individual
(12) ___ Other (Please describe):_____

9. If business or industry, which of the following best describes the type of business or industry?

(01) ___ Agriculture/Forestry
(02) ___ Aerospace
(03) ___ Communications
(04) ___ Construction
(05) ___ Electronics/Computers
(06) ___ Energy
(07) ___ Engineering
(08) ___ Environmental Services
(09) ___ Financial Services/Insurance/Real Estate
(10) ___ Manufacturing—Chemical
(11) ___ Manufacturing—Other
(12) ___ Mining
(13) ___ Recreation
(14) ___ Trade—Wholesale
(15) ___ Transportation
(16) ___ Utilities—Electric, Gas or _____
(17) ___ Other (Please describe): _____

10. Which of the following most accurately describes the environmental program under consideration for an award? (Check more than one, if applicable.)

(01) ___ agriculture
(02) ___ air quality
(03) X conservation
(04) X education—general public
(05) X education—academic
(06) ___ energy
(07) X environmental quality management
(08) ___ forestry
(09) ___ hazardous waste remediation
(10) ___ international
(11) X natural resources

(12) ___ pollution control
(13) ___ recreation
(14) X recycling
(15) X solid waste
(16) X source reduction/pollution prevention
(17) X water quality
(18) ___ wetlands
(19) ___ wildlife and fish resources
(20) X Other (Please describe): beautification

11. If applicable, list the sources of the program's support and the percentage of support provided, including grants and in-kind contributions of goods and services. *(Use separate sheet if needed).*

Source	Private Contributions Corporate & Individual	
	Cash	17%
	In-Kind	58%
Source	Government Grants/Contracts	
	Cash	11%
	In-Kind	14%

12. Please estimate the cost to develop the program or project, including approximate value of in-kind contributions of goods and services:

$ $12.2 million

13. If the project is ongoing, what is the annual cost?

$800,000

14. Please indicate which of the following are the primary audiences, beneficiaries, or users of the program or service, and estimate how many persons are served: (Select up to 3 categories.)

Type	How Many People
(01) X Business or Industry (Businesses)	2,941
(02) __ Trade or Professional Society	
(03) X Government	18,945
(04) X Educational Organizations (Schools)	6,000
(05) X Youth (Directly Involved)	137,149
(06) X Community or Public Interest Groups	4,734
(07) X Local Community or Local Public	400+ communitie
(08) X General Public (Involved)	5.4 million
(09) __ Employees	
(10) __ Customers or Clients	
(11) __ Other (Please describe):	

15. Has the program been honored with any other environmental or conservation awards in the past five years?

Keep America Beautiful "Best Statewide Program In The Nation," 1987, 1990, 1991
United States Environmental Protection Agency "Environmental Excellence" Award for Recycling Education - 1991
American Society of Association Executives "Award of Excellence" 1991

16. In one paragraph (not to exceed 50 words), please **summarize the program, its objectives and what it has accomplished.** Use space provided below. This paragraph should be suitable for use in a catalog, database or brochure.

The citizens of Texas are getting a great return on their investment as Keep Texas Beautiful, Inc. strives to preserve and enhance the natural beauty of the Lone Star State. We are building successful public/private partnerships, and bringing diverse groups together for a common goal - our precious natural environment. When you compound each year's results by our long term commitment, the full effect is as big as Texas. Who keeps America beautiful? Why partner..... Keep Texas Beautiful does!

Yeeeeeeeeeee Hawwwwww!!!

17. Please include 3 one-page letters of recommendation attached to the application when it is submitted for consideration. Letters should be addressed: "Attention: Award References." References should have first-hand knowledge of the environmental program, service, or technology and should offer a candid evaluation of its success or effectiveness. References may also include users or beneficiaries of your program.

NOTE: Letters of recommendation must accompany the application when it is submitted to CEQ. Letters sent directly to CEQ will not be considered. Please list the references in the spaces below.

Name: The Honorable & Mrs. William Clements, Jr.

Title: Former Governor of Texas

Street: 4800 Preston Road

City: Dallas State: TX Zip: 75205

Telephone: (214) 720-0336 Fax: (214) 871-0321

Name: William D. Ruckelshaus

Title: Chairman of the Board, CEO, BFI

Street: 757 N. Eldridge at Memorial Dr.

City: Houston State: TX Zip: 77253

Telephone: (713) 870-8100 Fax: (713) 584-8686

Name: Maurice Acers & Ebby Halliday

Title: Chairperson & President, Acers Investment Co.

Street: 4455 Sigma Road

City: Dallas State: TX Zip: 75234

Telephone: (214) 980-6666 Fax: (214) 991-9142

18. Please sign below to indicate that all applicants agree a) to abide by the rules and requirements of the awards competition, and b) that all information submitted is true and accurate to the best of their knowledge.

Signature: _____ Date: 5/26/92

Title: President Organization: Keep Texas Beautiful, Inc.

Telephone: (1-800-CLEAN-TX)

How to Apply

Completed applications must be postmarked by May 22, 1992 and mailed to the:

The President's Environment and
Conservation Challenge Awards
Council on Environmental Quality
The White House
722 Jackson Place, NW
Washington, DC 20503

All information submitted with the application should be considered public information and becomes property of the President's Challenge Awards program.

Award recipients will be notified in Fall 1992. Recipients must be willing to assist the President's Challenge Awards program in making nonproprietary information about their environmental programs available to others who wish to replicate their success.

Application Format

Please submit one original and four photocopies of your application. You may include up to 10 pages of supporting materials. (NOTE: Photocopying both sides of a sheet of paper will be considered two-pages.) Any oversized items must be reduced to fit a standard 8.5" x 11" page format.

Supporting materials may include items such as brochures, photographs, press clippings, and graphs depicting the program's results. The materials may not be used as a substitute for written responses to Questions 5 and 6.

The order of pages in the submitted application should be as follows:

1. 4-page application (Questions 1-20)
2. 500-word overview summary (Question 5)
3. 2-page responses to criteria questions (Question 6)
4. 10 pages of supporting materials
5. 3 letters of recommendation (Question 17)

NOTE: The entire package should be stapled in the upper, left-hand corner. Any items sent over the 10-page limit of supporting materials will be disregarded and not reviewed by the technical evaluators and selection committee. Do not put the application or backup materials into a binder, notebook or plastic cover.

OMB Control No. 0331-0002, (Exp. 2/95): As required by the Paperwork Reduction Act, CEQ estimates that completion of this application will take 10 hours. Send comments regarding the collection of this information, including suggestions for reducing the paperwork burden, to CEQ and also to: Paperwork Reduction Project, Office of Management and Budget, Office of Information and Regulatory Affairs, 725 17th Street, NW, Washington, D.C., 20503

Keep Texas Beautiful, Inc.
P.O. BOX 2251 • AUSTIN, TEXAS 78768 • 512/478-8813

SUMMARY: The mission of Keep Texas Beautiful, Inc., is to preserve the natural beauty and environment of Texas by forging a partnership between grassroots volunteer organizations and the public and private sectors to improve the quality of life, to enhance economic development and tourism, and to conserve public and natural resources through education and public awareness activities including those that encourage proper solid waste management and responsible behavior by all Texans and visitors to Texas.

Keep Texas Beautiful, Inc.:

• Since 1967, has been providing grassroots solutions to Texas' solid waste and litter issues by bringing together a diverse coalition of state and local government officials, businesses, industry, civic leaders, educational and environmental groups and dedicated citizens.

• Has a statewide cost benefit ratio of $3 private dollars to every $1 contributed to our program.

•Is under contract with U.S. Environmental Protection Agency to provide public education, technical assistance and training services promoting integrated solid waste management to Texas communities; the Texas Department of Transportation as the grassroots component of its "Don't Mess With Texas" litter reduction campaign; and the Texas Water Commission to provide an integrated, statewide litter/solid waste management education program to all Texas public and private schools.

• Sponsors the annual Governor's Community Achievement Awards, now the largest volunteer community environmental improvement awards program of its kind in the nation, offering guidance, incentives, and recognition for outstanding partnership programs that promote waste reduction/recycling, cleanups, litter law enforcement, adult and youth environmental education, public awareness and beautification.

In 1991 alone, KTB won "Best State-wide Program in the Nation Award" for a unprecedented second consecutive year from Keep America Beautiful; received the "Environmental Excellence Award" for recycling education from the U.S. Environmental Protection Agency; involved 5.4 million Texans in 400 Affiliate Communities, 1,556 civic groups, 6,000 public and private schools, 419,564 youth, 3,806 Adopt-a-Highway groups, 4,792 businesses; recorded a total of 554,175 people hours in community cleanups; helped reduced litter along Texas highways and roadways by 72%; co-sponsored the Great Texas Beach Trash Off, netting 394 tons of beach litter with the help of 23,000 volunteers; recorded over $10 million in cash and in-kind donations; removed 490,905 cubic yards of trash along 14,338 miles of city streets, 7,695 miles of highway, 2,532 miles of creeks, 2,194 miles of lakeshores, and 123 miles of beach front; participated in the Texas Glad Bag-A-Thon program with the help of more than 80,000 Texans, part of the nation's largest organized cleanup and recycling effort.

A. Partnership:

1. Some of the Keep Texas Beautiful, Inc. partners (most since 1967) include: the Clean World International, United States Environmental Protection Agency, Keep America Beautiful, Inc.(and their vast network of public/private partners), National Wildflower Research Center, National Forest Service, National Urban Forest Council, United Nations Children's Alliance for the Protection of the Environment, Rotary International, Lions International, Girl Scouts, Boy Scouts, 4-H, FFA; and, Texas' Department of Transportation, Water Commission, General Land Office, Attorney General, Governor's Office, Education Agency, Department of Agriculture, Agricultural Extension Service, Department of Public Safety, Council of Governments, Municipal League, Garden Club, Junior League; and, an additional 1,556 civic groups, 4,792 businesses, 3,806 Adopt-a-Highway groups, 6,000 public and private schools , and 5.4 million program participants in over 400 KTB Affiliate Communities. Partners brought over $10,000,000 in cash and in-kind contributions, a $3 to $1 cost benefit ratio, 554,175 volunteer hours, knowledge, experience, contacts, commitment and fun.

2. Keep Texas Beautiful, Inc. objectives include: Involve 100% of Texas communities in the KTB programs; and, become the state-wide clearinghouse for environmental issues relating to solid waste disposal, recycling, litter prevention, and tree programs; and, eliminate litter from Texas highways; and, encourage and promote beautification of Texas communities; and, educate all Texas citizens in proper solid waste management; and, support continued growth of the Keep America Beautiful System in Texas. Yes. KTB has a Long Range Plan; and, a Fund Development Policy; and, an ongoing, and well established, organized, and trained outreach and state-wide, regional, county, and community network support system; and, an ongoing leadership development, programs, and issue training system; and, 25 years of broad-based support and experience.

3. The Keep Texas Beautiful, Inc.'s partnership is distinctive and innovative because it creates and supports local efforts to form grassroots partnerships to positively seek solutions to local environmental issues. Built on community pride, broad-based and diverse community support and participation create a sense of local and individual ownership, crossing political, socioeconomic, ethnic, technological, and environmental "fashion" lines or barriers. The collective efforts benefit the state, the nation, and the world.

4. The Keep Texas Beautiful, Inc. partnership's provide the following measurable environmental benefits: (some are given in #1 above and most are totals for the 1991 program year)

Litter along Texas highways and roadways was reduced by 78%.

The Great Texas Beach Trash Off, netted 394 tons of beach litter with the help of 23,000 volunteers.

Texas teachers spent 73,814 hours teaching the Keep America Beautiful solid waste curriculum, "Waste In Place."

49,675 minutes of radio time, 104,333 column inches of newspaper and magazine, and 181,739 minutes of television time record for local public awareness programs.

Volunteers removed 490,905 cubic yards of trash along 14,338 miles of city streets, 7,695 miles of highway, 2,532 miles of creeks, 2,194 miles of lakeshores, and 123 miles of beach front.

Over 80,000 Texans participated in the Texas Glad Bag-A-Thon program, part of the nation's largest organized cleanup and recycling effort sponsored by Keep America Beautiful, Inc. and GLAD Wrap and Bags.

KTB affiliate communities planted more than 1 million trees

142,021 acres of parks and 58,483 unsightly vacant lots cleaned and mowed, 11,184 junked cars removed, 2,850 indiscriminate dumpsites cleaned and removed 2,352 dilapidated homes removed.

1,031,332 educational brochures and pamphlets, 1,020,643 litter bags, and 415,393 newsletters distributed.

154,882 Texans trained in litter reduction workshops.

83% of 400 KTB Affiliate Communities' populations reached.

3,545 littering citations and 11,867 warnings were issued, resulting in 1,848 convictions.

1 million tons of aluminum, cardboard, glass, metal, paper and plastic 356,000 batteries, 1.6 million tires, 370,000 gallons of motor oil, 155,000 cubic yards of yard waste, and 42,000 yards of Christmas trees recycled.

5. The Keep Texas Beautiful, Inc. partnership is a formula transferable to drug awareness, teen pregnancy, literacy, homelessness and other such issues. It involves behavior modification and attitude change through education and awareness. The formula is the foundation of the Keep America Beautiful System, of which Keep Texas Beautiful, Inc. is the leading state-wide affiliate, and it works. The formula includes five steps:

GET THE FACTS
INVOLVE THE PEOPLE
DEVELOP A SYSTEMATIC APPROACH
FOCUS ON RESULTS
PROVIDE POSITIVE REINFORCEMENT

TEXAS COMMUNITIES
SOLID WASTE EDUCATION AND TRAINING PROGRAM
COORDINATION OF A PUBLIC EDUCATION CAMPAIGN
ON INTEGRATED SOLID WASTE MANAGEMENT

Municipal Solid Waste Recycling Programs

EPA

The Administrator's Awards Program

2IK-2002

United States Environmental Protection Agency

Communications and Public Affairs (A-109)

December 1990

Solid Waste and Emergency Response (OS-305)

exas sweeps National
merica Beautiful Awards

370

ep Texas Beautiful has won a Place award in the State gory of Keep America tiful, Inc.'s 1990 National rds program, and 8 other Texas Beautiful affiliates ured six 1st Places, one 2nd , and two 3rd Place awards to guish Texas as the undisputed r in these national awards ned to honor ongoing com- ty programs that motivate idual responsibility ote changes in ind munity w ices.

receive awards include Buffalo PAL, Houston, 1st Place, Schools Category; Angelelina Beautiful Clean, Angelina County, 1st Place, Communications; CLEAN Greenville, 1st Place, under 25,000 population; Fort Worth C City, Inc., 1st Place. 500,000 populati Beautiful. mill

few years, Texas has been hit hard. Determined to see their way throught these difficult times, Texans have anded closer together. Kee s Beautiful, Inc. has is sense of unity, and State Depart- d Public

KEEP TEXAS BEAUTIFUL, INC. 1991 ANNUAL CONVEN
P.O. BOX 2251 AUSTIN, TEXAS 78768 1

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STIN, TEXAS 78768

May 7, 1992

The President's Environmental and Conservation Challenge Awards
Council on Environmental Quality
The White House
722 Jackson Place, NW
Washington, D.C. 20503

As Governor and First Lady for 10 years, and life-long residents of Texas, we have a deep and abiding commitment to quality of life for all Texans. One of the finest organizations we have ever worked with to that end, is Keep Texas Beautiful, Inc.

Since the inception of KTB, 25 years ago this year, we and hundreds of thousands of hard working - long term dedicated volunteers all across our state in over 400 communities have focused on bringing together businesses, people, governments, and organizations in partnerships to create public awareness and to educate citizens about the importance of clean and beautiful communities.

These grassroots partnership efforts have resulted in a 78% reduction in roadside litter state-wide, national recognition for our state and many of our businesses, organizations and communities, a $33 to $1 private dollar to public dollar cost benefit ratio for the programs, a tremendous tax savings at every level, a wonderful sense of pride that has spread all across the state from community to community, and very importantly a model for what can be accomplished through partnerships.

Keep Texas Beautiful and the 5.4 million citizens involved in its programs deserve this prestigious recognition. Your acknowledgement would be felt and appreciated from El Paso to Beaumont, Sonora to Longview and Dalhart to Harlingen.

Thank you for your consideration of a program we hold very close to our hearts.

Sincerely,

Bill and Rita Clements

The Honorable and Mrs. William Clements Jr.

xc: Bill Yenne, Chairman of the Board, KTB
SueAnn Wade-Crouse, President, KTB

Recycled paper

BROWNING-FERRIS INDUSTRIES

P.O. BOX 3151 • HOUSTON, TEXAS 77253 • 713/870-8100

William D. Ruckelshaus
Chairman of the Board
Chief Executive Officer

May 18, 1992

The President's Environmental and Conservation Challenge Awards
Council on Environmental Quality
The White House
722 Jackson Place, NW
Washington, DC 20503

Attn: Award Reference

It has been my experience that through partnerships we accomplish more to save our environment than any one entity could ever achieve alone. Keep Texas Beautiful, Inc. (KTB) has been successfully bringing public and private entities together for 25 years to help beautify the State of Texas. The results - a clean and beautiful Texas.

Education about the environment and solid waste management issues is a direct result of a KTB-established partnership. They have emphasized the all-important local consensus on a solid waste management plan. After years of research, it has been determined that solutions to reduce waste and promote recycling are most effective when they are organized at the grassroots level.

KTB programs in more than 400 Texas communities, that reach over 5.4 million Texans every year do just that. They offer a structured, results-oriented program involving businesses such as BFI, civic and neighborhood groups, the media, schools and government. Together, through local KTB programs and active Boards of Directors, we analyze problems and options, and accept responsibility for making and keeping each community clean and beautiful.

I personally support KTB's many excellent accomplishments as the organization continues to develop quality partnerships for a quality environment. This organization truly represents the spirit of partnerships, and deserves to be recognized for its 25 years of continuous service to the citizens of Texas.

Keep Texas Beautiful, Inc. has my highest recommendation.

Sincerely yours,

William D. Ruckelshaus

WDR:dc

MAY 1 8 1992

ACERS INVESTMENT COMPANY

EXECUTIVE OFFICES: 4455 SIGMA ROAD · DALLAS, TEXAS 75234 · (214) 980-6666

MAURICE ACERS
PRESIDENT

May 8, 1992

PLEASE ADDRESS REPLY TO:
POST OFFICE BOX 12348
DALLAS, TEXAS 75225

The President's Environmental
and Conservation Challenge Awards
Council on Environmental Quality
The White House
722 Jackson Place, NW
Washington, DC 20503

Attention: Award Reference

I have been involved with Keep Texas Beautiful, Inc., (KTB) since its inception as the Beautify Texas Council 25 years ago. Through numerous political and business endeavors, I have grown to appreciate politicians, environmentalists, educators, business people, civic leaders and citizens coming together to work toward a common goal. KTB is an organization that best illustrates this principle by effectively working toward a "cleaner and more beautiful Texas."

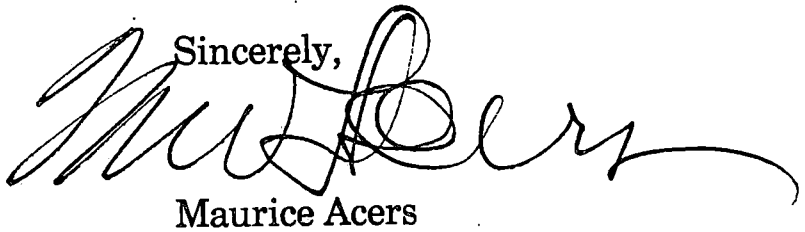
In the early 1970's, I joined with other Beautify Texas Council members in recognizing the importance of grassroots involvement and cooperation through public/private partnerships. During my term as President, from 1972-1974, these partnerships doubled both the size of the organization and number of cities participating in the Governor's Community Achievement Awards Program. Through leadership representing all sectors of Texas, the Beautify Texas Council became an official part of the Governor's Office, where it benefitted from increased support by each Governor of Texas. With the Governor on our side, along with the support of other state, business, and civic leaders, we worked to become the "cleanest, most beautiful state in the Nation". The partnership paid off when it resulted in Texas being recognized as "First" among State programs in the nation by Keep America Beautiful, Inc. These successful partnerships have continued, illustrated by KTB's two consecutive wins in 1990 and 1991.

Great deeds have been accomplished in Texas through KTB's programs during ts 25-year history. As a long-term Texas businessman, I can personally see .hat partnerships forged by KTB have worked to increase tourism, attract new business, and therefore increase the economic stability of our great state.

I am proud of Keep Texas Beautiful and its many excellent accomplishments in striving for a quality environment. This organization truly represents the spirit of this award and deserves to be recognized for its 25 years of continuous service to the citizens of Texas.

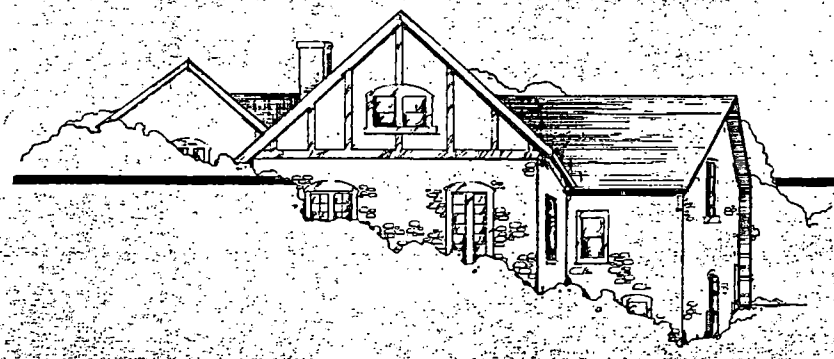
Thank you so much for your consideration of this letter.

Sincerely,



Maurice Acers

MA:fd



Ebby Halliday, Realtors
Executive Offices
4455 Sigma Road
Dallas, Texas 75244-4597
(214) 980-6600
FAX (214) 991-9142

May 7, 1992

The President's Environmental and
Conservation Challenge Awards
Council on Environmental Quality
The White House
722 Jackson Place, NW
Washington, D.C. 20503

Attn: Award Reference

My husband, Maurice Acers and I have been involved with Keep Texas Beautiful, Inc. (KTB) since its inception in 1967 as the Beautify Texas Council. This being the organization's 25th year anniversary of providing grassroots solutions to the state's litter and solid waste issues, I feel it appropriate for KTB to receive Presidential recognition for its many milestone accomplishments attained through public/private partnerships.

As a Texas resident, KTB past president (1986-87), and a member of the Dallas business community since the 1950's, I have been privileged to witness firsthand more than 400 Texas communities bring business, industry, educators, youth, government and environmentalists together at one table to adopt KTB philosophies. When these separate entities came together, they accomplished something bigger than any one of them could have accomplished alone. Two fine examples of partnership occurred in 1986, during my term as president. This was the second year of funding by the Texas Department of Transportation, (then the State Department of Highways), and the year I linked KTB with Texas' current economic agenda through service on the Governor's Task Force on Jobs and Economic Development. These partnerships were

MEMBER
RELO/Inter-City Relocation Service
Arlington Board of REALTORS®, Collin County Board of REALTORS®, Greater Denton Board of REALTORS®, Garland Board of REALTORS®, Greater Dallas Association of REALTORS®, Greater Fort Worth Board of REALTORS®, Irving Board of REALTORS®, Southeast Denton County Board of REALTORS®, Northeast Tarrant County Board of REALTORS®, International Real Estate Federation, Multiple Listing Services, National Association of REALTORS®, Texas Association of REALTORS®, REALTORS®, National Marketing Institute.

responsible for a string of KAB System Certifications that year, as well as heightened exposure and strength needed to achieve our goals.

As a Dallas REALTOR, I have experienced a deep professional appreciation for the effect that KTB affiliates and their programs have on the quality of life in neighborhoods. Houses sell in neighborhoods where KTB volunteers have cared enough and have dedicated their time to clean up and beautify. No one wants to live in dirty neighborhoods full of dilapidated houses and vacant lot dump sites.

Traveling the state in the past 25 years I increasingly hear the word "pride" used to describe a citizen's feelings about his or her community. When I ask why, the answer usually leads back to the work done through the type of public/private cooperation I mentioned before. These KTB partnerships have led, and continue to lead communities to beautify, clean, recycle, and educate the public (young and old) about the importance of proper solid waste management. Positive results in these areas have consequently led to public/private cooperation on other projects, have brought new business and industry to many communities, as well as having increased the tourism industry.

I am very proud of my involvement in KTB, and am proud of the many goals that have been achieved throught the effective cooperation of public/private partnerships. KTB is a fine example of what a community and a state can do if everyone works together.

Thank you so much for your consideration of this letter.

Sincerely,

Ebby Halliday

EH:a

CITY OF LAKE JACKSON

25 Oak Drive — Lake Jackson, Texas — 77566-5289 — (409) 297-2481 — FAX (409) 297-9804

May 18, 1992

The President's Environmental and Conservation Challenge Awards
Council on Environmental Quality
The White House
722 Jackson Place, NW
Washington, D.C. 20503

Attn: Award Reference:

Just as each area of Texas has something beautiful to offer - the store front in Corpus Christi, the blazing sunsets of West Texas, the piney woods of East Texas, the glorious Hill Country, the bayous of Southeast Texas, the high plains in the Panhandle, El Paso and its Old Mexico charm - a state this vast does not have one climate, one topography or one way of life. So, in this way Texas is a reflection of its people. East Texas citizen, civic organization, business, industry and school has some special contribution to bring to a partnership that is working towards a common goal.

Keep Texas Beautiful, Inc., (KTB) has brought these different groups together for the past 25 years to form positive, successful partnerships. Specifically, KTB's partnerships with the Texas Department of Transportation, the Texas Water Commission, and the EPA are unique and effective in making and keeping Texas a cleaner and more beautiful place to live. As City Manager for the City of Lake Jackson, Texas, I see how the citizens of Lake Jackson, and anyone visiting our city, have benefited from a clean and beautiful community. Thanks to a unique partnership between Lake Jackson church groups, civic organizations, small businesses, and schools and Dow Chemical, our city flourishes with enthusiasm for our planet.

Together, we are doing more than any of us could do separately. Not just in Lake Jackson, but all over the state, Texans have rolled up their sleeves, joined hands and have made a commitment to keeping this glorious State clean and beautiful for future generations. From litter control to beautification, to preservation, to recycling, Texans, through KTB partnerships, have "taken the bull by the horns" and have worked to find solutions to the problems that face us.

After 25 years of award-winning success, we now have the responsibility to continue, in fact redouble, our partnership

effort, and we are. The work goes on.

The awards that creative partnerships have brought to more than 400 KTB communities across the state are great, but the substance of what we are doing is better. Partnerships are making a difference. Together we are making the Lone Star State a shining example to the rest of the nation of how a state can overcome entrenched behavioral barriers and make significant progress on controlling the litter problem and getting the public to understand that proper solid waste handling is a major issue of concern.

The often used quote is true, "We don't inherit the world from our ancestors, we borrow it from our children." KTB and its partnerships are working to make this happen. For this, I strongly believe that Keep Texas deserves Presidential recognition.

Thank you for your consideration of this letter.

Sincerely,

William P. Yenne
City Manager

WPY/dlm

JANUARY 1992

GRASSROOTS

Texans working together for a clean and beautiful Texas

THIRTEEN NATIONAL AWARDS !

TEXAS FLAGS WAVE IN WASHINGTON, D.C.

Texas communities, businesses and individuals dominated the scene, December 6, 1991, at the 38th Annual Keep America Beautiful, Inc. Awards Luncheon in Washington D. C., winning thirteen national awards. See page three for announcement of winners.

Keep Texas Beautiful, Inc. won *First Place–State* in the National Awards for an unprecedented second year in a row! Credit is due to the thousands of Texas citizens working wholeheartedly in their communities to clean up, beautify, recycle, and educate in the area of solid waste management.

Congratulations and thank you to all.

CONTINUED ON PAGE 3

Look Inside:

Letters 2
Austin's Cost/Benefit Report .. 4
Is Recycling the Solution? ... 4
Trash-Off 1992 Info 5
Litter Laws In Ohio 5
Odessa Success Story 6
Meet the Board 7
Resources 8

TEXAS WINNERS

PHOTO ABOVE LEFT:
Front Row, Left to Right—Susan Gorman, Keep El Paso Beautiful; Stacy George, Angelina Beautiful/Clean; Nelda Lewis, KTB Board Member; Teemus Warner, Keep Waco Beautiful; Bonita Turner, Keep San Antonio Beautiful. Back Row, Left to Right—Roger Powers, President Keep America Beautiful; SueAnn Wade-Crouse, President KTB; Joanne Higgs, BASF Corporation, Freeport; Bill Yenne, Chairman of the Board, KTB; Emily Shelton, Chairman of Board, Angelina Beautiful/Clean; Don Fitch, Chairman of Board, Clean Houston. Not shown: Mayor Charles Womack, Keep Haltom City Beautiful.

PHOTO ABOVE RIGHT:
Bill Yenne, Chairman KTB, receives 1st Place State and 2nd Place Federal Highway Administration National Awards on behalf of Keep Texas Beautiful; Iron Eyes Cody, The Crying Indian; Nelda Lewis, Kilgore, recipient of the national Mrs. Lady Bird Johnson Award.

NOVEMBER 1991

GRASSROOTS

Texans working together for a clean and beautiful Texas

LEFT: Errol Kapellusch, General Manager of KTRE-TV in Lufkin, accepts the First Place 1991 TV Media Award for KTRE.
RIGHT: Crockett Elementary representatives Irene Silva, left, and Mary Atkinson, Principal, accept the 1991 Sadie Ray Graff 1st Place Award in the Elementary School Category, presented by Bill Yenne.

Governor's Community Achievement Awards for '91-'92!

$700,000 in Landscaping Prizes / Recognition for Your Community & Citizens / Cleanup, Recycling, Beautification

APPLICATIONS NOW AVAILABLE
CALL 1-800 CLEAN TX

YOUTH LEADERSHIP AWARDS
MEDIA AWARDS
SCHNABEL STATUS CITIZEN AWARDS
SADIE RAY GRAFF EDUCATION AWARDS

Which awards will you enter this year? Now is the time to start thinking about your programs and nominees. We are happy to announce that the awards applications are now available in the KTB office. Just call 1-800-CLEAN TX to receive a packet.

As many Texas communities know, any size town can be a winner. **The Governor's Community Achievement Award**, co-sponsored by the Texas Department of Transportation, is awarded to nine different population sizes, so each entry competes with cities their own size for landscaping prizes worth $700,000.

What if your city has no organized cleanup/recycling/beautification program? No problem! The Governor's Community Achievement Award is more than a report of accomplishments. The application can be used as a blueprint for developing your community cleanup/recycling/beautification programs. The entry questions provide guidance for program focus and content, and KTB is here to help you with our 1-800-CLEAN TX toll free information line. Participate in this award program and your city is guaranteed to be cleaner and more beautiful.

Each of the other five awards highlights special groups or individuals in your community:

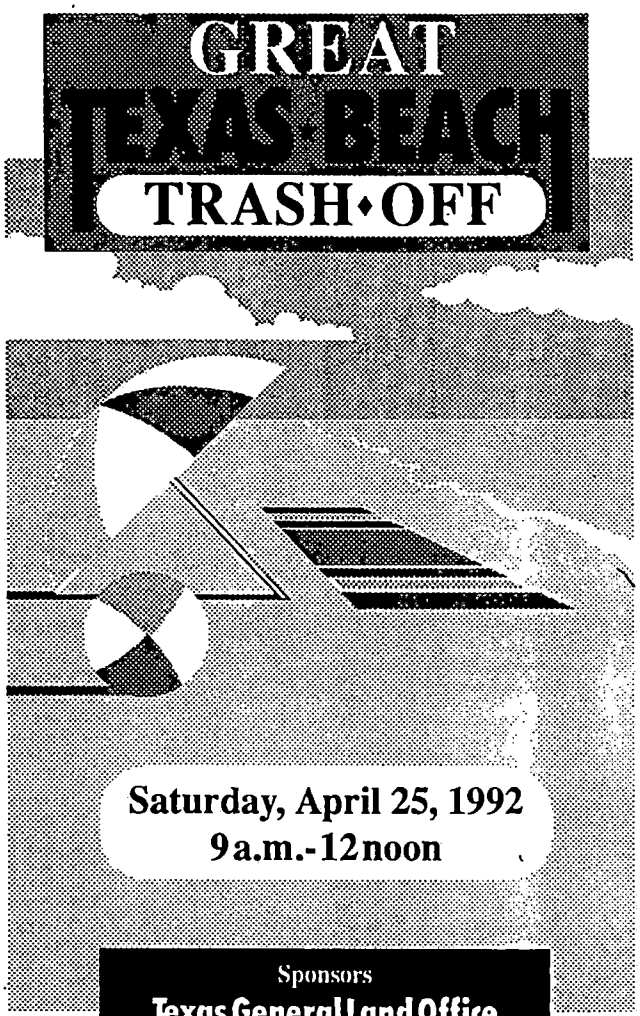
The Youth Leadership Awards recognize youth groups whose efforts are bringing about CONTINUED ON PAGE 2

Look Inside:

Letters 2
Plastics News 3
Marketing Recyclables 4
Adopt-a-Highway News 5
Texas EPA Award Winners ... 5
Community News 6
Meet the Board 7
Resources 8

GRASSROOTS

Texans working together for a clean and beautiful Texas



Saturday, April 25, 1992
9 a.m.-12 noon

Sponsors
Texas General Land Office
Adopt-A-Beach Program
★
Keep Texas Beautiful, Inc.

Look Inside:

KTB Proud Community! 2
K-6 Solid Waste Curriculum 3
Xeriscape Landscaping 4
TxDOT News 5
District Governors Report 6
Meet the Board 7
Resources 8

THE GULF IS SPECIAL . . .

Bring It Back!

KTB's contract with the Texas Department of Transportation makes it possible for KTB to work as co-sponsor with the Texas General Land Office for the 1992 Great Texas Beach Trash Off.

Most of us realize that all the debris dumped offshore from ships is a threat to wildlife, as well as to the beauty of the coast. But did you know that about 3,000 square miles within the Gulf have become an oxygen deficient dead zone? The Gulf of Mexico is in danger. It is at risk. But thanks to "The Great Texas Beach Trash-Off" the Gulf is not only being cleaned up but is also better protected.

The Texas General Land Office's Adopt-A-Beach Program and Keep Texas Beautiful, Inc. invite you to the sixth annual Great Texas Beach Trash-Off from 9 a.m. to noon on Saturday, April 25, 1992.

County coordinators, community leaders, independent volunteers, up to 190 active Adopt-A-Beach civic organizations, private companies such as Coors Pure Water 2000 and Mobil, Inc., schools, youth groups and individuals unite each spring to clean up to 185 miles of Texas coast.

These efforts are making a big difference. Join in! *Everyone* can help protect the Gulf and make its beaches beautiful again. 30% of the debris on the coast comes from inland rivers, so even inland river and lake shore cleanups directly affect the Gulf.

ALSO:

- Keep litter, pet wastes, leaves, motor oil and debris out of street gutters and storm drains—these lead directly to lakes, streams and rivers which drain into the Gulf.
- Apply lawn and garden chemicals correctly and sparingly.
- Protect drinking water by using fewer pesticides.

For Great Texas Beach Trash Off Information, call **1-800-85-BEACH** or **1-800-CLEAN TX**. ☆

FEBRUARY 1992

GRASSROOTS

Texans working together for a clean and beautiful Texas

Millard Bruce, left, a training specialist with the Texas Department of Health, discusses the role of worms in composting with Texas educators. The aim of the three-day workshop is to introduce an environmental awareness curriculum to schools.

Photo by David Kennedy, Austin American-Statesman

Texas Teachers Attend Trash Class

For five years the Texas Department of Transportation has provided funding for the promotion of Waste In Place and other litter prevention and solid waste curricula. Recently the Texas Department of Health/Texas Water Commission added their support to develop and strengthen these education programs . . .

By Bill Collier. Reprinted courtesy of the Austin American-Statesman.

Bluebonnets made from plastic six-pack rings? Yellow roses made from soft-drink cans? Worms dining on banana peels in the classroom? Radical, man.

Perhaps so. But then, considering the enormity of modern man's solid waste problems, maybe radical is right on—as in radical change.

Fostering change was the goal of 38 educators from across Texas who were in Austin for a three-day training session ending Saturday [1/18/92] on a new curriculum to teach schoolchildren about waste disposal issues.

The event was the kickoff of the first statewide environmental education program, a joint effort by Keep Texas Beautiful, Inc., the Texas Department of Health, and the Texas Water Commission.

The never-ending waste stream from today's throwaway society has overwhelmed landfills, polluted groundwater supplies and littered scenic landscapes throughout Texas despite the herculean pickup efforts of volunteers.

CONTINUED ON PAGE 3

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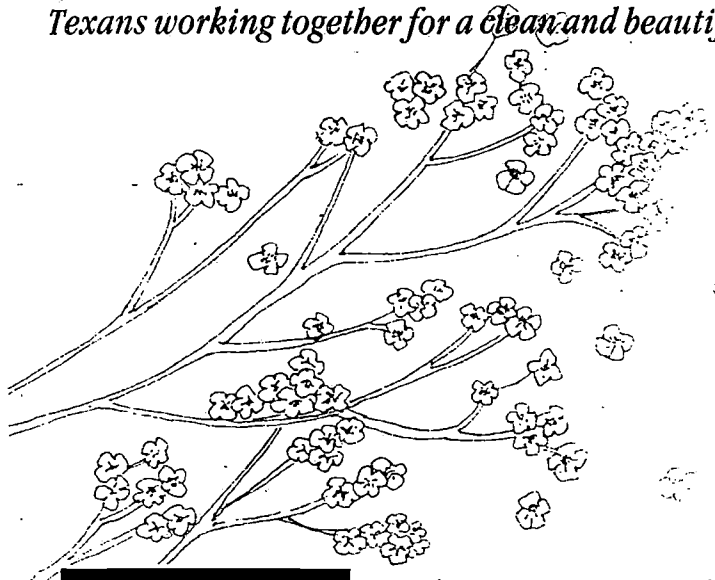
Order Your T-Shirts Now! 8

GRASSROOTS

Texans working together for a clean and beautiful Texas



M is for May Membership Month

First 500 NEW MEMBERS Receive FREE
25th Anniversary Keep Texas Beautiful/
"Don't Mess with Texas" T-shirt

See new membership form on Page 6.

Look Inside:

KTB Wins ASAE Award 2

Litter Law Enforcement 3

Litter Law Ed. Pilot Program .. 3

Community News 4

Tires, Tires, & More Tires 5

TxDOT News 5

"Waste in the Workplace" 6

Meet the Board 7

Resources 8

Now is the time to become part of the Keep Texas Beautiful network of concerned Texas citizens who strive to make Texas the cleanest, most beautiful state in the nation. Twenty-Fifth Anniversary T-shirts will be given to the first 500 NEW KTB members enrolling after May 1st *at the new dues levels*, and other new benefits have been added for all levels of new or renewing members. How about a gift membership for a dedicated volunteer, a relative's birthday, or a Mother's Day present?

If everyone in a community keeps in touch with what's going on around Texas, support for your local program will grow stronger and stronger.

April was a busy, successful cleanup month for KTB communities across the state, with many folks participating in local events ranging from Trash Bashes to Appreciation Breakfasts. Invite all participants to become KTB members!

Membership dues and membership categories have changed. A revised membership form is on Page 6. Call KTB at 1-800-CLEAN TX for more applications.

Need Trash Cans?

Plastic Trash Drums are available to city, county and state agencies, and non-profit organizations within the state of Texas, from D.C. Parrish & Associates, Inc.:

"We [D.C. Parrish] represent the All Poly Drum Service & Supply Co, Inc., LaPorte, Texas, reconditioners of plastic drums. During the reconditioning process some poly drums are rejected and not reusable for shipment. Prices: 10-50 drums cost $8.00 each, 50 drums cost $7.00 each, 100 drums cost $6.00 each, and a truckload of 200 drums costs $5.00 each. Bottoms or tops removed for $1.00 each. You will receive random styles and colors at these prices. All drums sold as is. Drums offered are uncut, one-piece molded polyethylene, round and dimensionally similar to tight head steel drums. Our plastic trash barrels resist the elements and will not rust, are ideal near salt or fresh water, and last for years with no maintenance."

Call 713-461-5138 for recorded message, or write 10141 Eddystone, Houston, TX 77043.

1992 Texas Calendar

MAY '92 – TAKE PRIDE IN AMERICA MONTH

8 Deadline for Governor's Community Achievement Awards applications.

15 Deadline for Youth Leadership Awards, Media Awards, Sadie Ray Graff Education Awards, and Schnabel Status Citizen Awards applications.

28-29 "WASTE WISE: A Conference for Decision Makers." Texas A&M at Dallas. Discussions, tours and exhibits on waste management issues—household, landscape, municipal, hazardous and medical waste. $140. Call 409-845-1332.

JUNE '92

12 Plastics Recycling Workshop, Dallas. (See article below.)

13 Recycling Coalition of Texas, Dallas Convention Center. Call 214-472-1913.

15-18 *Technology Against Graffiti* Conference. Houston Astrodomain, 1-800-776-4995.

JULY '92

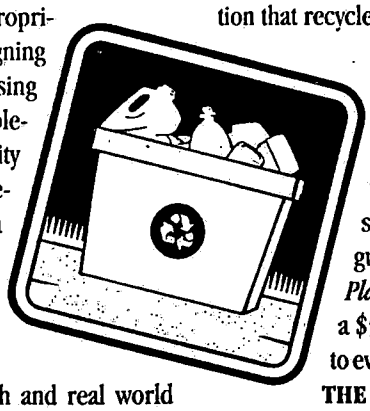
7-10 KTB 25th Anniversary Convention, Hyatt Regency Hotel on the Riverwalk, San Antonio, Texas.

9-10 E.P.A. Conference on recently issued guidelines for procurement and market development of products made from recycled content, especially for all entities using appropriated Federal funds. Clarion Hotel, New Orleans. Call Deborah Bahm or Nick Woolverton at 504-286-5587.

Plastics Recycling Workshop in Dallas

On Friday, June 12, 1992, the Council for Solid Waste Solutions will present a half-day workshop, *Plastics Recycling: What Works & What Doesn't*, in Dallas. KTB is a workshop co-sponsor.

The workshop will be the vehicle for answering one of the most pressing recycling questions from coast to coast: How can plastics be effciently recycled? Learn how to identify specific resins, survey potential markets, update your knowledge on current and new collection system technologies, consider appropriate measures when designing collection and processing systems, plan and implement effective community education campaigns, negotiate a contract with a market.



The workshop presents the latest information, drawn from extensive research and real world experience and is targeted for an intermediate to advanced audience. Solid waste managers, recycling coordinators and waste haulers attending this workshop will receive current information with which to make cost-effective choices for recycling plastics. This workshop provides information that recyclers need to know. Hands-on plastics recycling experts present the topic from a municipal perspective and allwo ample time for question. An outstanding informational guide, *How to Implement a Plastics Recycling Program*, a $50 value, will be provided to every workshop participant. **THE COUNCIL FOR SOLID WASTE SOLUTIONS WILL COVER ALL COSTS OF THE WORKSHOP.**

To register, please call 512-834-6682.

Keep Texas Beautiful, Inc.

P.O Box 2251 AUSTIN, TEXAS 78768 1-800-CLEAN TX

Address Correction Requested

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Austin, Texas
Permit No. 673

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Contractors, Central Texas Chapter
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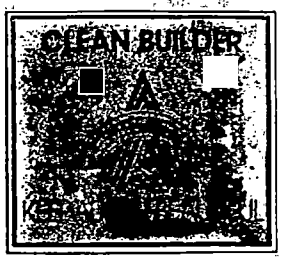
ciation of Remodeling Contractors
The City of Austin
Capitol Area Builders Association
ictors Association, Austin Chapter



CLEAN BUILDER

A PROGRAM OF CLEAN HOUSTON

Clean Builder Membership Agree

Membership fee: $25.

Members receive a Clean Builder Certificate, 2 metal signs, 5 vinyl stickers, 6 decals, and 1 ad sheet.

I, _____
(print name)
agree to conform to the requirements of the *Keep Austi*
Builder Program. Failure to do so may result in my rem
and forfeiture of the right to use any of the literature, lo
advertising of the *Keep Austin Beautiful—Clean Builder*
membership fee is enclosed.

_____
Company Name

Beautification awards dinner

The president of Keep Texas Beautiful will be the keynote speaker at the 34th annual awards dinner of the Keep Brazoria County Beautiful Association on Thursday.

Sue Ann Wade-Crouse will address the attendees of the dinner, to be held at the Brazosport Hilton Inn of Lake Jackson, beginning at 6:30 p.m. with a cash bar. Dinner will be served at 7:30 p.m., followed by the program.

Wade-Crouse has served as the president of Keep Texas Beautiful since September 1980. Prior to that she was the executive director of Keep Austin Beautiful. During her three years with the Austin organization, it won numerous awards.

The program was awarded the Keep America Beautiful Award in 1986 for having the best program in its population category and one of the top 10 recycling programs in the nation.

Other awards included Keep Texas Beautiful Top Youth Program in 1980 and the top high school, middle school and general anti-litter programs in 1985.

Under her tutelage, the association also won environmental awards from the Greater Austin Chamber of Commerce, the Lower Colorado River Authority and the city environmental board.

Wade-Crouse is currently on the board of directors of the Children's Alliance for the Protection of the Environment and the advisory board of the Texas Recycling Coalition.

She also serves on the steering committee of the National Women's Political Caucus and is the president of board of the Central Texas Mutual Housing Association.

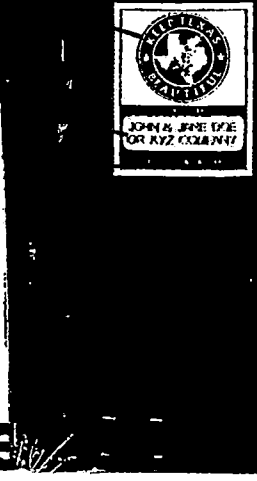
In addition to the keynote address, the awards committee, chaired by Woody Eastman, will recognize members for outstanding volunteerism.

Tickets to the event are $15 per

SUE ANN WADE-CR
Association presid
person. Reservation
made with Woody Eastm
4533.

How to get a low-cost tter container program off the ground.

K.A.Be
says ..



F e consid

)or 't ! itte

KEEP TEXAS BEAUTIFUL
WINDMILL RUN PARK
OPERATED BY TRAVIS COUNTY
PARKS DEPARTMENT
RECYCLER
TRASH
1-800-CLEAN-TX
KEEP TEXAS
BEAUTIFUL
1-800-CLEAN-TX

EP AUSTIN BEAUTIFUL PRAISES
K WATSON FOR RECYCLING EFFORTS

oss Texas
on the re-
It's envi-
it saves
e guy in

KEEP MIDLAND BEAUTIFUL

dent Kirk Watson.

Watson's endeavors were publicly saluted Jan. 25 by Keep Austin Beautiful at their fifth annual awards luncheon. He received special recognition in the category of individual contributions for his leadership in recycling.

Since taking office as TYLA president last June, Watson has encouraged lawyers across the state to recycle in the office as well as at home. Under his leadership, TY
has sponsored lunch
neys about firm rec
cycling brochures (
and held tree and w
in conjunction wi
and activities. He is
tic advocate of involvi
young age to take pri
ility in the s
undings

Under Kirk Watson's direction, TYLA has sponsored tree and flower pl ves it is important to educate children about their envi ment.

Beautiful attracts more than i
attorney volunteers. President o
Austin chapter is
of the Austin fi
& Oaks Hartli
torneys also
tiful's boar
practitioner; Ke
Sechrest & Mi

"Keep Austin our
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LAKE JACKSON CLEAN & GRE
--Results That Measure Up

Keep Lubbock Beautiful

BEA
PLANO PRIDE
PAL
PARTNERS AGAI
PLANO E

ANGELINA BEAUTIFUL/CLEAN
abc
CLEAN COMMUNITY SYSTEM

AUSTIN BEAUTIFUL

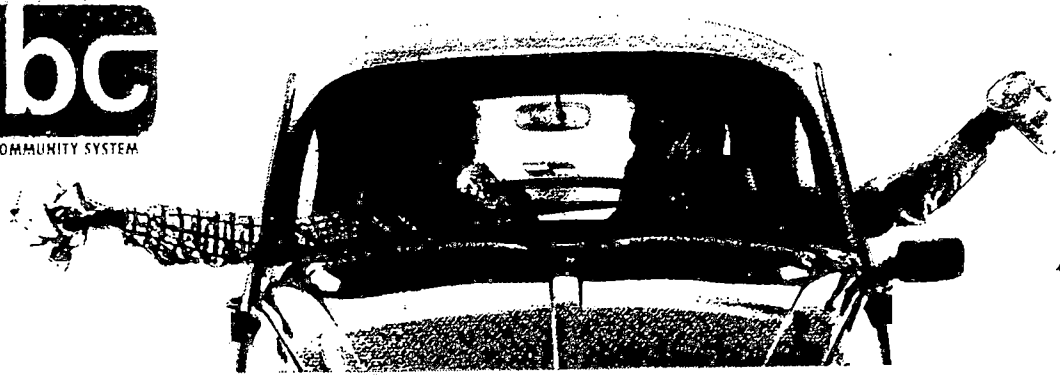
H A N N U A
ARDS

Clean is in your hand.

ANGELINA BEAUTIFUL/CLEAN

abc

CLEAN COMMUNITY SYSTEM



CLEAN DALLAS, INC

SOLID WASTE MANAGEMENT OPTIONS FOR TEXAS 90

DON'T DROP IT

RECYCLING

ENVIRONMENTAL CONNECTION

Environmental Connection: Austin

P.O. Box [illegible]

Star photo

DALLAS COUNTY
COMMISSIONERS' COURT

Clean is in your hand

DON'T DROP IT!

August 12, 1991

Ms. SueAnn Wade-Crouse
President
Keep Texas Beautiful
P. O. Box 2251
Austin, TX 78768

Dear Ms. Crouse:

Over the past thirteen years, Dallas County has remained involved and committed to the efforts of the Keep America and Keep Texas Beautiful campaign. This involvement has included the annual introduction and passage of a resolution proclaiming April as "Keep America, Keep Texas and Keep Dallas County Beautiful Month".

The Dallas County Commissioners Court pledges to continue its commitment to enhancing environmental quality for future generations by assisting in the development of local, individual and community action programs within the municipalities located in Dallas County. This enhanced citizens involvement will further the volunteer spirit underlying the success and worth of this campaign.

Sincerely,

Jackson
Elder Dist. #1

Chris V.
Commissioner

Participants in Coakley Junior High activities that led to two Keep Texas Beautiful awards included, front, from left, Jennifer Vittitoe, Cade Smith and Estella Lopez; back row, teacher Thomason, Silvigno Ortiz, Michael De La Rosa and teacher Gail Vittitoe.

Schools help Keep Earth clean

Coakley Proud and the [illegible] won place in the category for [illegible] for a project aimed at [illegible] us and and community.

Several other Harlingen schools also won recognition.

Zavala Elementary was second in competition for the Graff [illegible] of Excellence with honorable mention [illegible] going [illegible]

CLEAN HOUSTON

2700 POST OAK BLVD. · SUITE 1728
HOUSTON, TEXAS 77056
(713) 621-7020

op honors at convention

Star photo by

oudly displaying a banner won at the Keep Texas autiful convention in Plano are Jay-Teens Rosie pinosa, Sandra Ramirez, Erica Fuentes, Juana nzalez, Jesus Yanez and sponsor Berta Quinna. Harlingen took the top honor for a city its size, winning the 1991 Governor's Com Achievement Award which goes to the city to have the best litter reduction, recyclin planting and overall beautification program.

Teen

ON HEALTH

Texas School Children to Lea
More About Solid Waste Is

Garbage pizza -- the idea ma
grown-ups, but kids love it. Some
using garbage pizza to
of solid waste we generate, and why
that waste is of concern to them. And

waste: a hidden resource

AGENCY RESPONSIBLE SOLID WASTE MANAGEMENT

Keep Texas Beautiful...
Just for the Health of it.

...ws release

The Texas Department of Health
West 49th Street Austin, Texas 78756 (512) 458-7405

...ool Children in Texas to Learn About Solid Waste Issues

The Texas Department of Health (TDH) has ani
...cate teaching materials to help students in Texas public
...t reducing waste, recycling, and a variety of other solid w
The contract, in the amount of $348,948 will cover the c

For Immediate Release (El Paso Media -

Local Teacher Selected to Write Solid Waste Lesson Plans for Texas

Debbie Grammer, a fifth grade teacher from El Paso, has been chosen to help wr... has
teacher training materials for a statewide solid waste educat...

...tein, M.D., ...
...ier

...AY 16 1991

...Ms. Sue Ann Wade-Crous
Executive Director
...n Texas Beautiful,
Box 2251
Austin, Texas 78768

Dear Sue Ann:

...am pleased to inform you that the Bureau of Solid Waste Management
selected the proposal by Keep Texas Beautiful, Inc., and the Science Academy of
Austin to receive the Texas Department of Health's contract to develop solid
...e teaching materials for Texas school children.
...he Bureau staff are looking ... for both teachers
...olid waste education pr...

WASTE IN PLACE

Elementary Curriculum Guide

KEEP AMERICA BEAUTIFUL

Wednesday

Plano Star Courier

May 29, 1991

Good morning!

A Harte-Hanks Community Newspaper

y's cleanup efforts ng in $125,000 prize

ID MAY
er
y of Plano got a lot greener

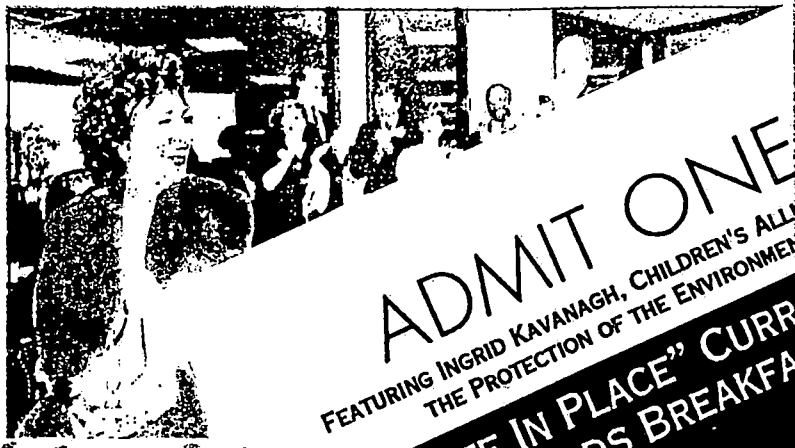
,000 cash prize for winning
ter reduction and recycling
vill go toward landscaping
tification efforts along the
te highways, including Pre-
d and State Highway 121.
Ann Richards' office made
e announcement of Plano's
e finish in the 1991 Gov-
Community Achievement
n the category of cities with
ns between 100,000 and

"I think as you can tell I am not alone," Jones told Bullock after some two dozen people, including city officials and Keep Plano Beautiful supporters, applauded the announcement.

"We are very excited. As you know, we have tried for this several years and we are very honored to receive this award."

Keep Plano Beautiful Chairman Doug Cargo also spoke to Bullock. "All of the citizens of Plano should take this congratulations," he said. "We will continue to beautify Plano."

Cargo noted that Plano won't have to go far to receive its award: It will



O. P. Schnabel Status Citizen Awards Luncheon

Burkburnett captures first in KTB contest!

t's a great day." Those were the
ds of Burkburnett Mayor Pat Nor-
Tuesday after learning, via tele-
ne, that the city placed first in cate-
four of the annual Governor's
mmunity Achievement Awards

Bullock, wife of Lieutenant Governor
Bob Bullock. As a first place finisher,
Burkburnett will be the beneficiary o
$40,000 worth of state highway rig
of-way landscape projects designe
further beautify the roadways i

today recc
by man

Harlingen Proud wins achievement award

BY BILL METHCOCK
Star News Staff

After two years as runner-up for the Keep Texas Beautiful Governor's Community Achievement Award, Harlingen took top honors in this year's competition.

The award is presented to communities judged to have the best litter reduction, recycling, tree planting and overall beautification programs.

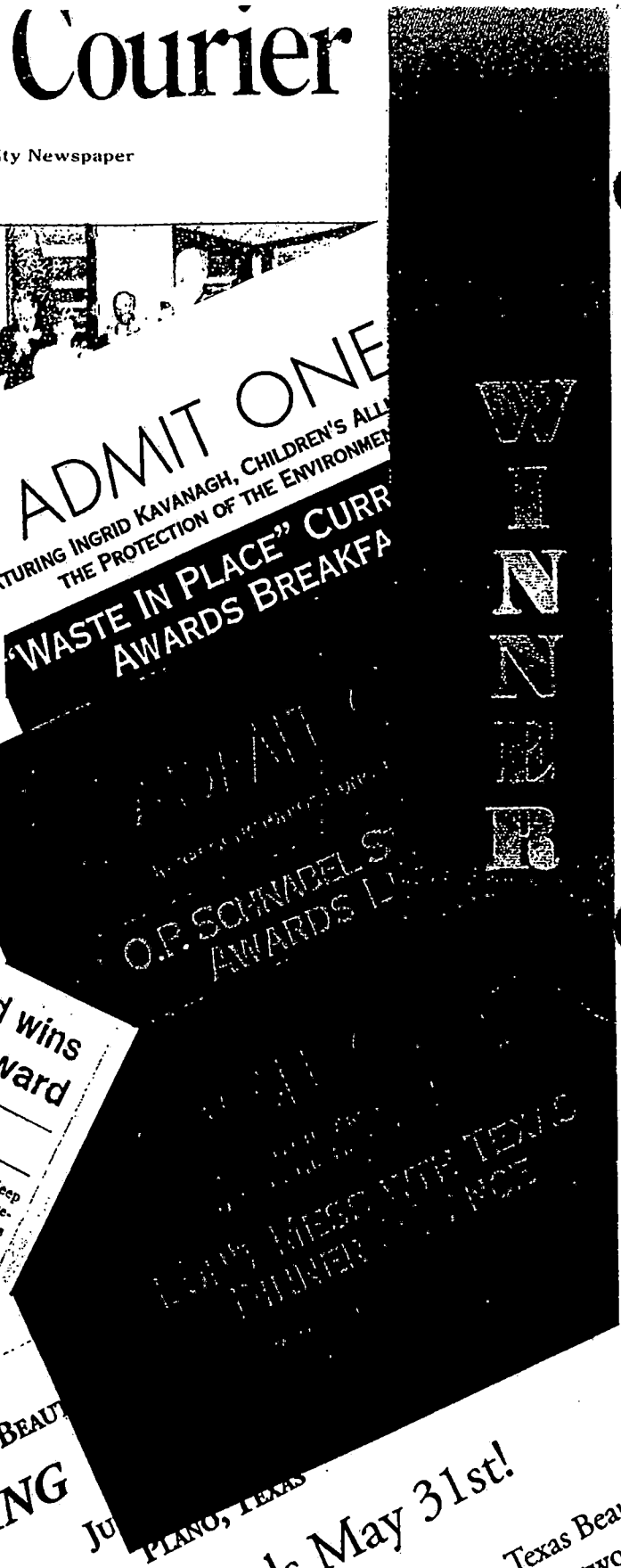
Cities are divided into nine categories based on population. In the 26,000 to 60,000 category, Harlingen beat out Lufkin, Lewisville, Haltom City, North Richland Hills and San Marcos.

Harlingen's win marks the first time the award has been presented to a city south of San Antonio in the 25 years Keep Texas Beautiful has existed, according to James Matz, Harlingen Proud founder and member of the Keep Texas Beautiful Board of Directors.

"This is an important award for Harlingen and also for the Rio Grande Valley," Matz said. "It demonstrates that the communities in this area are able to compete with the finest communities across the state."

Matz credited the implementation of an ongoing recycling program and a "tremendous community team effort" with bringing Harlingen the top award this year.

"You can't accomplish what we have accomplished without a total team effort, which we got through the cooperation of private business, the



Early Registration Ends May 31st!

Conference registration forms received in the Keep Texas Bea
by 5:00pm, May 31, qualify for a drawing to win two
anywhere Southwest Airlines flies. Drawing
ing Session, June 27th. Must be prese
ED BY SOUTHWEST AIRL
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