

FOIA MARKER

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Collection/Record Group: Clinton Presidential Records
Subgroup/Office of Origin: Council on Environmental Quality
Series/Staff Member: Kathleen (Katie) McGinty
Subseries:

OA/ID Number: 2573
FolderID:

Folder Title:
Internship Program: Fall 1993

Stack:	Row:	Section:	Shelf:	Position:
S	61	5	5	1

Withdrawal/Redaction Sheet

Clinton Library

DOCUMENT NO. AND TYPE	SUBJECT/TITLE	DATE	RESTRICTION
001a. form	US Davis Undergrad Application, Jennifer Colamonico [Personally Identifiable Information] (1 page)	00/00/1993	b(6)
001b. transcript	US Davis, Jennifer Colamonico [Personally Identifiable Information] (2 pages)	01/08/1993	b(6)
002. transcript	Stamford, Jessica Hirst [Personally Identifiable Information] (1 page)	00/00/1993	b(6)
003. form	Application for WH Internship, Danielle Miller [Personally Identifiable Information] (1 page)	00/00/1993	b(6)

COLLECTION:

Clinton Presidential Records
Council on Environmental Quality
Kathleen "Katie" McGinty
OA/Box Number: 2573

FOLDER TITLE:

Internship Program: Fall 1993

2012-0769-F

kc1969

RESTRICTION CODES

Presidential Records Act - [44 U.S.C. 2204(a)]

- P1 National Security Classified Information [(a)(1) of the PRA]
- P2 Relating to the appointment to Federal office [(a)(2) of the PRA]
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C. Closed in accordance with restrictions contained in donor's deed of gift.

PRM. Personal record misfile defined in accordance with 44 U.S.C. 2201(3).

RR. Document will be reviewed upon request.

Freedom of Information Act - [5 U.S.C. 552(b)]

- b(1) National security classified information [(b)(1) of the FOIA]
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September 2, 1993

MEMORANDUM

TO: ALL OEP STAFF

FROM: KURT

SUBJECT: YOUR INTERNS FOR THE FALL

Here's information on the parting gifts Pam recruited for us for the Fall. Also, Andrea Rutledge understands completely the severity of our space problem, and is working hard to get us more. There are possibilities, but nothing is likely to be available until the end of the fiscal year. She is also pursuing at least three more computers for us, and she will notify me when she can get an idea on the timing.

CATHY

WHO: Micheal Rucker
Will ARRIVE: Unconfirmed
BACKGROUND: Spent last year in Czech., has a MA from SAIS
TO SIT: Fishbowl
(will work for both Cathy and Brian)

KEITH

WHO: Tobin Freed
WILL ARRIVE: Week of Sept 12
BACKGROUND: 1993 Grad in Enviro Policy from UC Santa Cruz
TO SIT: Laughlin Office

WILL

WHO: Andrew Keck
WILL ARRIVE: Sept 13 Most likely will call 9/7 to confirm
BACKGROUND: MES Duke Forestry School
TO SIT: Stelle Office

MARC

WHO: Jessica Hirst
WILL ARRIVE: is here
BACKGROUND: Stanford Grad 1993 in Enviro Policy
TO SIT: Chupka Office

DAN/DAVID

WHO: Aimee Christensen
WILL ARRIVE: is here
BACKGROUND: 1991 Grad Smith Latin American Studies/Anthropology
TO SIT: Fishbowl

DAN/DAVID

WHO: P.J. Simmons
WILL ARRIVE: is here
BACKGROUND: Hopkins School of Adv. Internat'l Studies M.A. expect 5/93
TO SIT: Internat'l desk

SANDY

WHO: Danielle Miller
WILL ARRIVE: is here
BACKGROUND: 1992 Grad MI Enviro Policy and Behavior
TO SIT: CEQ

TOXICS PERSON

WHO: Ranjeet Bhatia
WILL ARRIVE: is here
BACKGROUND: 1993 Occidental Grad in Biology
TO SIT: With toxics person

BRIAN

WHO: Michael Rucker
Will ARRIVE: UNCONFIRMED
BACKGROUND: Spent last year in Czech., has a MA from SAIS
TO SIT: Fishbowl
(will work for both Cathy and Brian)

✓ *TREY*

WHO: Jennifer Colamónico
WILL ARRIVE: Sept 12
BACKGROUND: UC Davis Undergrad in International Relations and Italian
TO SIT: Fishbowl

KEITH/WILL

WHO: Michael Goergen
WILL ARRIVE: Sept 7
BACKGROUND: Senior at SUNY College of Enviro Sci and Forestry
TO SIT: CEQ
(Will do exclusively water issues such as wetlands/drinking water, etc.)

Jennifer A. Colamonico

922 J. Street
Davis, CA 95616
(916) 756-2177
(408) 761-3657 messages only
e-mail: jacolamonico@ucdavis.edu

- Goals:** To work with an organization in Washington D.C. that will contribute both to my academic and career plans.
- Education:** BA with Majors in International Relations and Italian
University of California, Davis
Graduation Date: December 1993
- Honors:** Dean's Honor List; author of "Women and Development: Using Computer Communications to Mother the Earth" (to be published in 1993).
- Skills:** Fluent in Italian, working knowledge of French. Proficient in DOS and Macintosh computing: word processing, database programming, e-mail and network navigations, tele-marketing.
- Experience:** **University of California Education Abroad Program,** Padua, Italy (1991-1992). Università degli Studi di Padova, with courses in Political Science and Italian literature. All courses taught in Italian.
- Tidemark Corporation,** Newark, CA, (Summer 1991). Sales assistant for computer utility company. Established database of prospective retail vendors by tele-marketing and then programming Paradox database. Supported sales directors and representatives.
- UC Davis Annual Fund,** Davis, CA, (1990-1991). Tele-marketer soliciting contributions for academic and scholarship programs. Personally responsible for raising over \$35,000.
- Borland International,** Scotts Valley, CA, (Summer and Winter 1990). Customer service assistant and order desk operator responsible for low pressure sales and product information as well as placing orders on the network database.
- Activities:** UC Davis Young Democrats, very active in the 1992 U.S. Presidential and California Congressional elections; Calping and other Yolo County Resource Center activities.
- Interests:** Environmental awareness, women's issues, communications, soccer, basketball, music.
- References:** Available upon request.

INTERNS -- FALL 1993

			Dates Available	Notes
Marc	Jessica	Hirst	now	1-Dec
✕ David/Will	Andrew	Keck	not confirmed	
Dan	P.J.	Simmons	now	1-Dec part time
David	Amy	Christianson	now	
Toxics	Ranjeet	Bhatia	now	1-Dec
* Brian	Michael	Rucker	not confirmed	
Trey	Jennifer	Colamonico	12-Sep	12-Dec
Christian	Will use general duty interns			
Cathy	Will share Miller after Sandy leaves/Rucker on tech			
Keith	Tobin	Fried	12-Sep	12-Dec
Sandy	Danielle	Miller	now	1-Nov
Will/Keith	Michael	Goergin	7-Sep	15-Dec Will work on H2O for both Will/Keith

NOTE: When more space becomes available, another intl intern may join

NOTE: On or around Nov. 1 a minority grad student will join office to focus on water; duties in nat. res. may shift after that

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Personal Statement
UC Davis Washington Center

In the course of my experiences both inside and outside the classroom, few concepts have inspired me with more thought, more debate, more questions and answers than sustainable development. The past several years have all but belabored the idea to death, but still with very little resolution. Sustainable development is not a trend that will pass, nor is it just a popular interest group for which we donate a few dollars, display a sticker, and tote a t-shirt. Rather it is an idea that synthesizes individual philosophies with national agendas, and even then with international agendas, to achieve a goal of survival, global welfare, and harmony, human with human, human with nature. The human race has evolved to solve many of the world's problems such as transportation, long-distance communication, and many forms of disease. But a threat to our very existence? We have only too recently come to brainstorm about sustainable development and its threat to our future.

Acknowledging sustainable development as a problem exposes a vein of insecurity as to all of our progress until now, which may be part of why many people still don't

see it this way. It makes us question how it is we've gotten to where we are and whose toes we've stepped on in the process. Our search to lengthen and enrich our lives has greatly strained the delicate balance of life on Earth. The conversations begun by people like George Perkins Marsh, Malthus, and Rachel Carson have blossomed into a worldwide network of organizations committed to alleviating the problems of global coexistence and development. An internship that allows me to involve myself and my commitments at a higher bureaucratic level in such an organization will not only contribute to my pursuit of a career in this area, but will also allow me to contribute my experiences and ideas to the complex process of global sustainable development.

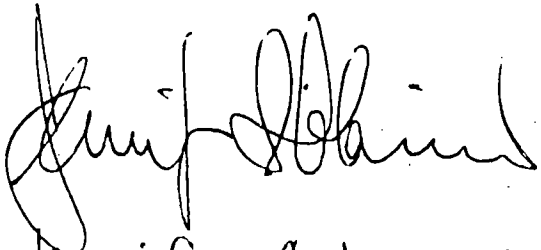
Washington D.C. is the perfect place to experience this work first hand because it is a point of convention for many thinkers and actors in influential positions who make the decisions that shape domestic and international policy regarding environmental management and development. Working at the top of the pyramid will be complemented by my work and commitments at the bottom. As a child of parents with a strong social conscience, I was raised to respect all of the organisms that share our ecosystem. As I blossomed into my college experience I developed the rational analytical abilities to attempt to understand the why's, how's, and who's of the global debate, looking at them from all points of view, a tenet of my personality

respectably inherited from my father. In my own life I lead by example, adhering to my own beliefs while encouraging those around me to rethink their assumptions about our future. Public opinion and demand is a more powerful tool than any PAC's checkbook.

Studying abroad for a year in Italy provided me with a whole new set of experiences of bridging cultural gaps. I very much took for granted that most Californians are somewhat aware of global ecological problems, and was surprised that the Italian society is minimally so. As soon as my language ability caught up with my inquisitive mind, I was able to engage in conversations that left me frustrated, but aware that what works in one culture can be very irrelevant in another. Global networks of action must involve all countries, each one empowered by specific paths of understanding to further our collective goals. But the bottom line is that the people of our world need to know and understand the urgency of the problems that sustainable development face us with.

That urgency must be met head-on with fresh ideas and energy, both of which I am full of. As we have progressed greatly in certain directions, I see others that need attention, such as the needs of women and children. My studies of International Relations (Global Resource emphasis) and Italian have prepared me with the background for my life's work; this type of internship will allow me to get my feet wet and choose an appropriate direction to

follow. I look forward to the opportunity to blend my personal interests with my work and make a difference in the quality of life on Earth.

A handwritten signature in cursive script, appearing to read "Jennifer Colamonic".

Jennifer Colamonic

922 J. Street

Davis, CA 95616

(916) 756 2177



DEPARTMENT OF FRENCH AND ITALIAN
TELEPHONE: (916) 752-0830
FAX: (916) 752-8630

DAVIS, CALIFORNIA 95616-8601

Letter of recommendation for Jennifer Colamonico

I have known Jennifer Colamonico for two years, as a student participating in the University of California Education Abroad Program in Italy, of which I was director, and as a student at the University of California, Davis.

In 1991-92, Jennifer Collamonico participated in the University of California Education Abroad Program in Padua, Italy. Of the 65 students in the program, Jennifer stood out as one of the most capable and enthusiastic students. She achieved her goals of mastering the Italian language, successfully completing upper-division courses in Italian at the University of Padua, and she came as close as any foreigner can come to fully immersing herself into Italian society. I was truly impressed with her ability to adapt to her new academic and social situations; indeed she flourished in them.

A year of study in UC EAP-Italy may well be considered a severe test of a student, both intellectually and emotionally. Isolated from his/her familiar surroundings and support group, the student is required to function in a foreign educational system in a foreign language. Most students get by, but few excel. Jennifer Collamonico excelled. She took difficult, upper-division courses, primarily in international relations and political science; with sustained determination, hard work, and an innate capacity she studied independently, and, she successfully completed the courses, receiving high marks in all of them. Lest anyone have any doubts about the integrity of the grades given to foreign students by Italian professors, I attest to the fact that the University of California EAP students were treated in the same way as the Italian students. The standards were high, the final oral exams were rigorous, and Jennifer was one of the students who proved that she had learned the course material, that she could express her knowledge in fluent Italian, and that she had earned the respect and admiration of her Italian professors.

The year of study in Italy, combined with her studies in International Relations at the University of California at Davis, provided Jennifer with the best possible academic preparation for the UC Davis Washington Center. She has demonstrated her aptitude for both study and work in this situation.

Adjustment to the new environment is the key factor in living and studying in a foreign country for an extended period of time. Every part of one's life is affected by it. Just as Jennifer is to be congratulated on her high accomplishments in her studies, so too she should be praised for her ability to adjust to a new workplace and classroom. Well beyond her fellow students, she showed maturity, good judgement, and flexibility in dealing with many different situations. In the University of Padua dormitory she lived with both UC and University of Padua students; when problems arose, she took the leadership role in bringing everyone together to seek resolutions. She participated actively in her courses at the University of Padua, and she fully immersed herself in Italian society. I am sure that the benefits were mutual. Jennifer gives of herself in a positive way, and she demonstrates genuine concern for others.

I recommend Jennifer Colamonico to you without reservation.

Respectfully,



Dennis Dutschke, Professor
Dept. French and Italian
University of California
Davis, CA 95616
March 1, 1993

UNIVERSITY OF CALIFORNIA, DAVIS



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SANTA BARBARA • SANTA CRUZ

DEPARTMENT OF POLITICAL SCIENCE
DEPARTMENT OFFICE (916) 752-0966
FAX (916) 752-8666

DAVIS, CALIFORNIA 95616-8682

G.A. Wandesforde-Smith, M.A., Ph.D.
Department of Political Science and
Division of Environmental Studies
E-mail: gwandesforde@ucdavis.edu

16 February 1993

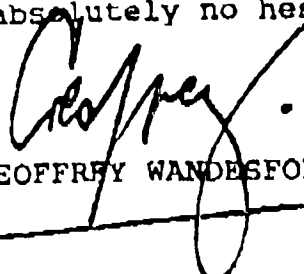
LETTER OF RECOMMENDATION: Jennifer COLAMONICO

Jennifer was a star student in Environmental Politics (POL 107) in the Fall Term, 1992. She wrote a first class paper entitled "Women and Development: Using Computer Communications to Mother the Earth," building on the extensive bibliography on women and the environment that Jennifer Harder prepared last summer. I expect to publish a revised version of the paper electronically later this Spring, and to have it available as a model piece of work for students next year.

I have encouraged Jennifer Colamonico to contact Bella Abzug, the chairperson of the Women, Environment and Development Organization (WEDO) in New York, to see if contact can be established with a sister organization in Washington D.C. A placement for Jennifer that would allow her to continue and build upon her already well-developed interest in the intersection of women's and environmental issues would be absolutely ideal. She has both the intelligence and the personal presence that would make her ideal for the World Resources Institute, and I shall be writing to Mark Trexler (now in Oregon) to suggest that he put in a good word for Jennifer at WRI.

Jennifer is fluent in Italian, having spent a year with the University's EAP at the University of Padua. She is a hard and regular worker at the Coffee House during the school year. Her summer placements have exploited her father's connections in the computer software business in Silicon Valley. She has been active politically, most notably with the campus Young Democrats and the Yolo Environmental Resource Center (YERC).

Jennifer is bright, articulate, attractive, and entirely trustworthy. She is thoroughly independent, and well within the range of maturity needed by students to weather the Washington world. I am delighted she has decided to apply for the Washington Center program, and have absolutely no hesitation in recommending her for acceptance.


GEOFFREY WANDESFORDE-SMITH

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ANN H. SAURMAN

1415 South Barton Street, #249,
Arlington, Virginia 22204
(703) 892-1637

EDUCATION:

*Ken
Is a p
on our file
end. talked her
& in
still follow*

Georgetown University, Washington, D.C. Currently enrolled in the Graduate Public Policy Program. Candidate for Master's in Public Policy.

University of Vermont, Burlington, Vermont, May 1987. Bachelor of Arts.
Major: Political Science, Environmental Studies. Elected Member of University of Vermont Student Association. Member, Public Affairs Committee, September 1986 to May 1987.
Teaching Assistant, Department of Sociology, Spring 1987.

Universite des Sciences Sociales, Toulouse, France, Spring program, School for International Training, Brattleboro, VT, 1986.

WORK EXPERIENCE:

Graduate Intern, Vermont Department of Health, Division of Environmental Health.
Conducted a follow-up study for the Childhood Lead Poisoning Prevention Program. Evaluated the success of the State's actions in assisting families reduce the risks of lead poisoning, and provided educational efforts towards more primary prevention.
(July 1993 to September 1993)

Congressional Aide, Congressman Bill Green, United States House of Representatives.
Managed appointments and scheduling for the Member. Acted as liaison between constituent organizations and federal agencies for grants and casework. Monitored and advised Member on agriculture, small business, recycling and wildlife issues.
(April 1988 to January 1993)

Research Assistant, Concern, Inc., Non-profit Environmental Research Organization.
Conducted research for publication on solid waste issues.
(February 1988 to April 1988)

Staff Assistant/Receptionist, Senator Patrick Leahy, United States Senate.
Special projects assistant with front office responsibilities.
(December 1987 to February 1988)

Legislative Intern, Senate Committee on Agriculture, Nutrition and Forestry.
Assisted Agriculture Committee staff during mark up of Federal Insecticide, Fungicide, and Rodenticide Act.
(October 1987 to December 1987)

POLITICAL CAMPAIGN EXPERIENCE:

Green for Congress, reelection campaign for Rep. Bill Green, Fall 1988, Fall 1990, and Fall 1992, New York, New York. Volunteer.

Leahy for U.S. Senate, reelection campaign for Sen. Patrick Leahy, Fall 1986, Burlington, Vermont. Campus liaison for University and campaign staff.

Sanders for Mayor, reelection campaign for Bernard Sanders, Spring 1985, Burlington, VT.

SKILLS: Computer knowledge: WordPerfect 5.1, Windows, SAS, SPSS, Lotus, EpiInfo;
French language; Public speaking.

REFERENCES:

Sheila Greenwald, Administrative Assistant to Rep. Bill Green, Washington, D.C. (202) 822-6539.
Prof. Mark Rom, Georgetown University, Washington, D.C. (202) 687-5932.
Dr. Len Paulozzi, Division of Epidemiology, Vermont Department of Health, (802) 863-7330.

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3958 Monroe Ave.
Hamburg, NY 14075

Attn. Pam McElwee
The White House
Office of The Environment
Washington, DC 20500

Dear Ms. McElwee:

Ms. Mary Margaret Overbey recommended I contact you about the possibility of an internship within your office. I would like to be considered for a fall 1993, spring 1994 or summer 1993/1994 position. The time most suitable for you is fine with me as long as I can make arrangements to earn credit. It is exciting to see the creation of this important office. It only proves to me that President Clinton and Vice President Gore are truly committed to the preservation of the Earth and sustainable resources for business and the environment.

Being enrolled at the SUNY College of Environmental Science and Forestry, in the program of Environmental Policy and Management, has given me an opportunity to study the complexity of environmental problems from the areas of science, technology, policy implementation and business. I would like to use the knowledge I have in order to assist the Office of the Environment and gain practical experience in Environmental Policy.

Working in the Forest Soils lab at the college has provided an opportunity to assist in a research project. This work experience provided more than a practical knowledge of laboratory skills, it has shown me how research information is obtained and how to use that information. My leadership skills have been affirmed by my peers here at SUNY E.S.F. They have elected my Senior Class Chairperson to represent their concerns to the administration, and to the greater student body. Owning and operating my own business has also provided many challenging opportunities and experiences. It has been very successful and provides a means of supporting my educational goals. I have been able to improve my writing skills and assist others with the same goals by working in our Writing Support Center. I also have experience working with both Macintosh and PC computers. These experiences will serve me well in any internship position you may have within the Office of the Environment.

My long range goal is to be able to work within government for the protection and enhancement of our natural resources. A position within the Office of the Environment would provide valuable experience on the road to achieving that goal. Thank you for your time.

Sincerely,



Michael T. Goergen

Michael T. Goergen

Permanent:
3958 Monroe Ave.
Hamburg, NY 14075
(716)-649-2115

Temporary:
229 Winding Ridge
Syracuse, NY 13210
(315)-442-6809

Education SUNY College of Environmental Science and Forestry
Syracuse, New York
Bachelor of Science Degree Expected May 1994
Major: Environmental Studies Policy and Management

SUNY College at Fredonia
Fredonia, New York
Major: Biology, Pre ESF core curriculum

Experience Owner/Operator - Michael Goergen Sound Systems. Hamburg, NY.
Responsible for attaining clients, advertising, set up, and event
programming.

December 1989 - Present

Research Aide - SUNY Environmental Science and Forestry. Dept of
Forest Soils. Syracuse, NY. Responsible for laboratory and field work with
soil and water. Including atomic absorption spectrometry, phosphorus analysis,
and design and construction of lysimeters.

September 1992 - Present

Recreation Supervisor - Town of Hamburg. Hamburg, NY.
Responsible for planning daily activities of children, and allocating work
projects for six employees.

June 1990 - August 1992

Night Manager - Bayview Beach Club. Blasdell, NY. Responsible
for entertainment programming, nightly closing, food and beverage
service.

May 1992 - August 1992

Assistant Promotions Director/Air Personality - Metroplex-Robinson
Communications WUFX. Buffalo, NY. Responsible for setting up and carrying
out promotional ideas, contracts, and weekend radio operations.

September 1989 - May 1991

**Honors &
Activities** President of Alpha Xi Sigma Honor Society - SUNY ESF
President's List - SUNY ESF
Senior Class Chair - SUNY ESF
Undergraduate Student Association - SUNY ESF
Writing Support Center Tutor - SUNY ESF
Dean's List - SUNY Fredonia
Dorm Council President - SUNY Fredonia

References available upon request

Abstract

The introduction of the zebra mussel into the Great Lakes will run up an estimated price tag of \$5 billion over the next ten years. Everyone using the Great Lakes for any purpose will be subject to this damage, including users of water intakes, recreationists, and industry. No one in North America is immune. The thumbnail sized mollusk is a relentless filter feeder originally from the Caspian Sea. They have been a problem in Europe since the late 1800's and were introduced in America as early as 1986. Effective control methods have not yet been found to combat the zebra mussel problem. Some methods produce harmful carcinogens, while others cost too much money. The problem must be solved because it is slowly destroying the natural ecosystem of the Great Lakes. This mussel consumes the majority of the lower end of the food chain, and predation on the bivalved mollusk is not great enough to control them. They provide no value for human consumption. International, federal, state, and local governments need to work together to solve this current threat to the fragile ecosystem that is the Great Lakes.

I. Introduction

Since the zebra mussel found a way to move from the saline waters of the Caspian Sea, to the fresh water systems of the world, man has had difficulty dealing with the problematic bivalve. The mussel's ability to annoy became apparent in Europe as early as 1880.

In America, the pesky bivalve was unheard of until a ship traveling across the Atlantic emptied its ballast water into Lake St. Claire, a lake in southern Ontario. Two University of Wisconsin students discovered the zebra mussels in June of 1988, and by early 1989 they had been discovered in Dunkirk, New York. The threat of the zebra mussel had become apparent, and North America began searching for a solution.

The US Fish and Wildlife Service estimates the cost of damage done by the mussels in the Great Lakes region to be \$5 billion over the next decade. These costs occur at all levels including industry, municipalities, recreation, and the ecology of the Great Lakes.

II. Background

A. General Biology

The zebra mussel, scientifically known as *Dreissena polymorpha* is a bivalve mollusk, related to members of the clam and oyster families. The common name of zebra mussel comes from its elongated shell of dark and light stripes. They are found in both fresh and brackish waters within 5 to 25 feet of the surface, but have been found at depths of up to 165 feet. The zebra mussel must have a water current with a constant source of plankton, the staple of the bivalves diet. They gain this nourishment by filtering water through the cilia of their gills and

stomach, earning them the name filter feeders. The zebra mussel is so efficient that a single adult can filter up to one liter of water per day.

The size of a zebra mussel ranges from one to one and a half inches, or about the size of a thumbnail. They weigh approximately one ounce, and prefer to live in temperatures between 68 and 77 degrees Fahrenheit. A zebra mussel can not survive when the temperature is greater than 104 degrees Fahrenheit.

The beard of this bivalve is made up of hundreds of hair like strands, that allow them to attach to any hard surface including rock, steel, concrete, plastic, wood, or glass. The mussels can also attach to other mussels often forming colonies of up to 70,000 individuals per square yard. Some estimates of mussel concentrations in Lake Erie go as high as 900,000 per square yard (Boyle 1990).

They are an extremely hardy creature, with lab tests showing that they can live up to eleven months without food. The zebra mussel can live out of a water environment for up to two weeks, as long as conditions are humid (Graham 1990).

B. Reproduction and Development

The Zebra mussel reaches sexual maturity by the age of two and yields between 30,000 and 40,000 eggs annually per female. This equates to around 150,000 eggs over an average lifetime of four to nine years. Reproduction begins only when the water is above 54 degrees Fahrenheit.

Fertilization occurs externally when sperm and eggs released from adult mussels unite. This first stage of development is called the veliger stage, when the organism lives as a free floating microscopic larvae. As free floating individuals, they can easily be spread throughout a water system. After three weeks of the free floating stage, the animals attach themselves to any hard surface, due to the weight of their slowly developing shell. This then begins the post veliger or settling stage. The Zebra mussel needs a calcium concentration of 12 milligrams per liter in order to develop a shell, therefore water with low calcium content will not be able to support zebra mussels (Hart 1990).

Once settled, the beard of the mussel attaches to the hard surface, and the animal remains stationary for the rest of its life. This is the most vulnerable stage for the mussel, with mortality rates greater than 99%. This is often due to temperature shock, attaching to a non suitable surface, or insufficient oxygen. Once a mussel does settle it can live between four and nine years (Kubiak 1990).

Researchers believe that the waters of North America will favor the expansion of the zebra mussel more so than in Europe, because of favorable water temperatures and biological conditions (Karlin 1990).

C. Dispersal

European studies have shown that the zebra mussel is easily transported by ships that travel continental canals and river systems. This implies that the mussel could easily be spread throughout North American water systems. The zebra mussel poses a great threat to The United States' waterways because of favorable temperatures, leading to better breeding ability of the mussels (Schmitt 1990).

The veliger stage is when the zebra mussel is most mobile, because natural water currents can transport the bivalves great distances. Another method of natural dispersal occurs when an adult mussel attaches to a moving object such as a floating log. The log then moves the mussel or mussels to a new location facilitating the spread of the zebra mussel (Mackie 1989).

The most rapid movement of the mussel occurs when it is transported by an unknowing boater. The mussels can live many days out of water, attaching to boat hulls or trailers and can be spread to other water systems. When in the veliger stage the microscopic larvae find their way into bait buckets, live wells, boat bilges, and engine cooling systems which facilitates the spread within the system and to other systems where the boater may travel (Graham 1990).

In North America, the zebra mussel was originally discovered in June of 1988, at Lake St. Claire, along the Ontario-Michigan border. Scientists have been able to estimate the year of introduction as 1986, due to the size of the mussels found. The mussels were found within one month of the original sighting and soon moved throughout the Great Lakes. It is estimated that they have moved as far as New Orleans, LA, since they can travel up to 80 miles in three weeks, almost 1,400 miles a year (Schmitt 1990).

CALPIRG

California Public Interest Research Group

926 J Street, Suite 718, Sacramento, CA 95814 (916) 448-4516

August 10, 1993

Ms. Kathleen McGinty
White House Office of Environmental Policy
1600 Pennsylvania Avenue
Washington D.C. 20510

Dear Ms. McGinty:

In my work with CALPIRG (California Public Interest Research Group) I have worked with scores of student leaders; Tobin Freid is among the best. CALPIRG is a statewide environmental group with 100,000 members. We lobby for environmental protection and provide the largest student environmental program in California. I have worked for CALPIRG for six years, and am CALPIRG's Legislative Director in Sacramento.

I have known Tobin Freid for three years, and have worked closely with her. I recommend her for a position with your office without reservation. I do so not only based on her knowledge and deep concern for environmental issues, but also based on her intelligence, insight and the skill level that she has displayed in her work on these issues.

Tobin has been the lead student on many projects, including organizing student lobby days at the State Capitol, negotiations with administrators over CALPIRG's contract with the University of California, and research projects on environmental problems and policy.

In all of these endeavors, Tobin exhibited great intelligence not only in abstract policy matters, but also in analysis of knotty policy problems and solutions in negotiations. She has an unusual ability to grasp the overall picture and goals of a policy matter, and to apply her understanding to specific issues and decisions. She also displays a political judgment beyond her years; in complex political situations her judgment calls on the best strategy to pursue were insightful and accurate.

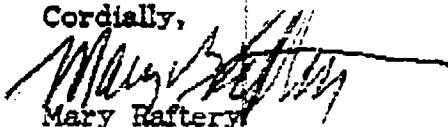
Beyond Tobin's intellectual wherewithal, she displays qualities which are critical to success. She is a quick study, and she effectively conveys her knowledge to others. She is articulate and quick-witted both verbally and in writing. She is also extremely responsible and thorough; if Tobin agrees to do something, she does it. Further, she does not hesitate to do what is necessary, from tedious foot work to challenging and intimidating tasks. Above all of her skills, Tobin is a joy to work with because she has a good sense of herself, and perspective; she has that sense of humor that saves one in crisis situations, and a generous spirit that attracts people to her.

Finally, Tobin has a detailed and insightful understanding of environmental issues, and the devotion to those issues necessary to become an expert in her field. I have worked with Tobin on policy matters, and on the underlying issue of funding for campus environmental programs. She has a deep commitment to environmental issues; she understands that saving the environ-

ment not only includes 'sexy' issues such as the rainforests or the hole in the ozone layer. She understands that policies only work if they are funded. She has shown an extraordinary sophistication in environmental policy work, and has been extremely effective in forwarding the more fundamental battle of prioritizing environmental issues in budget battles. Mother Earth would be in much better shape if she had more advocates of Tobin Freid's caliber. I think she would be an excellent addition to your office.

If you would like to discuss any of my comments more fully, please feel free to call me at 916 443-4516.

Cordially,


Mary Raftery
Legislative Director



University of California Student Association

An Association of University of California Student Governments

Berkeley • Davis • Irvine • Los Angeles • Riverside • San Diego • San Francisco • Santa Barbara • Santa Cruz

August 9, 1993

Kathleen McGinty
White House Office of Environmental Policy
1600 Pennsylvania Avenue
Washington, D.C. 20510

Dear Ms. McGinty,

It is with great pleasure that I write to you to recommend Ms. Tobin Freid as an applicant for your program. Given my understanding the duties required in this position, I can think of no other person more appropriate than Tobin.

I have known Tobin for more than four years as a close friend, as a co-worker, and as a dynamic leader. As undergraduates at the University of California Santa Cruz, we were both heavily involved in environmental activism and student government. Because Tobin started her first year when I was a junior, I was able to watch her gain skills and experience throughout her college career.

Before joining the staff of UCSA, I was very involved at UC Santa Cruz with both UCSA and CALPIRG during the time that Tobin was active. Having witnessed her play many different roles, I feel that I understand her skills and abilities better than anyone and will attempt to fully describe them here.

I first met Tobin when she volunteered with the California Public Interest Research Group (CALPIRG) during a telephone outreach campaign. Tobin took on leadership responsibilities with great enthusiasm soon after her initial involvement. In a matter of months she was appointed to the statewide Board of Directors and selected to chair the Santa Cruz Chapter of CALPIRG.

The following year, with virtually no experience in the student government, Tobin mounted a successful campaign for UC Student Association (UCSA) Representative, the campus representative to the statewide UCSA Board of Directors. She served for a year with UCSA as the Chair of the Student Fees and Financial Aid Committee. After another successful election the following year, Tobin was selected by the representatives of all eighteen undergraduate and graduate student governments to be the President of the Student Association.

Tobin has an incredible ability to communicate and work with people of all backgrounds. In her capacity as a facilitator, she is adept at building consensus and including every participant while maintaining momentum and direction. Tobin knows how to communicate with people on different levels, from university students, to administrators, policy experts, and state legislators.

As a board member with both UCSA and CALPIRG, Tobin gained hands-on experience in creating and analyzing policy. She has been involved in drafting both state and county legislative proposals ranging from a State Constitutional Amendment reforming the structure of the University Board of Regents to a measure which would increase commercial composting in the county of Santa Cruz. She created a student voter guide for the June 1990 election after analyzing the four environmental ballot initiatives on wildlife conservation and light-rail development. As a member of a University-wide financial aid committee Tobin also assisted in developing a comprehensive list of policy options for changing financial aid awarding and distribution.

Tobin is an experienced and tenacious advocate for the environment and students' rights. She has led negotiations with top University administrators, headed lobbying teams in the State Capitol, and testified numerous times before State Assembly and Senate committees and the University Board of Regents. This experience has honed her skills as an orator, enabled her to think quickly in a pressured environment, and developed her ability to assess the core issues of complex policy proposals.

Tobin's leadership experience has enhanced her college education by giving her "real life" experience which most college graduates do not receive until they enter the working world. I know that in her life and career goals she hopes to work on national and international environmental policy. This position matches perfectly with her long term goals.

I would also like to comment on Tobin, my friend. Having first developed a productive working relationship, we soon developed a deep friendship. Tobin is a person of great integrity. She is passionate yet responsible about her work. She has been an incredible asset to our organization, and I am sure would be in your office.

Again, I cannot give higher recommendation to anyone for the position you have open. I am available for further comments at (916) 447-8272 if you have any questions about Tobin's background or experience.

Sincerely,



Andrew Shaw
Executive Director

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ENVIRONMENTAL STUDIES

SANTA CRUZ, CALIFORNIA 95064

August 9, 1993

Kathleen McGinty
White House Office of Environmental Policy
1600 Pennsylvania Avenue
Washington, DC 20510

Dear Ms. McGinty,

I am writing to strongly recommend Ms. Tobin Freid as an intern in the White House Office of Environmental Policy. Tobin has been in three of my classes on environmental politics, policy, and law, and I served as her senior thesis advisor. Although I have only known Tobin for one year, her academic and personal strengths are readily apparent.

Tobin was an excellent student who was always engaged and thoughtful, both in her class participation and in her written work. She is highly motivated and self-disciplined, yet she works well with her colleagues. Tobin is always very outgoing without being overbearing; she listens well, and easily responds to suggestions. Tobin is a good writer, and rarely makes the grammatical and stylistic mistakes common to many undergraduate students.

One of Tobin's major strengths is that she loves politics, as a field of study and as a practitioner. She was the leader of the undergraduate student association here at UC Santa Cruz in her junior year, then leader of the entire UC student association in her senior year. In both capacities Tobin demonstrated a keen ability to blend activism while avoiding stridency. Tobin also has a consensus-building political pragmatism based on compromise and understanding.

In one notable example of her principled pragmatism, Tobin represented student views on UC Santa Cruz's well-known narrative evaluation system of grading. For years students have complained of menu -- or boiler-plate -- evaluations, but Tobin could see that continued student criticism of menus might support scrapping the entire narrative evaluation system. Tobin convinced her peers that menu evaluations in large classes still conveyed far more information about a student's performance than a grading system. The students dropped their opposition to menus, thereby strengthening campus support for thoughtful, individual narrative evaluations in small- to medium-sized classes. And in an important meeting of the Academic Senate, Tobin read several paragraphs of a critical narrative evaluation she had received at Santa Cruz. After a dramatic pause she asked the faculty "what grade would you have given me for this work?"

But Tobin is not enamored of politics just for the sport of it. She is deeply committed to developing and implementing environmental policies that will make a difference. Tobin is an inspiring example of her generations' best: she is ethically grounded by her political and philosophical principles, yet she is too smart to have blindly accepted the secular religion of environmentalism. Instead, Tobin rolls up her sleeves and gets the work done, with savvy, sensitivity, and political acumen.

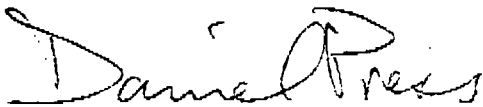
Her urgent concern to find environmental solutions motivated Tobin to write a balanced, realizable senior thesis project. In it she proposes model legislation for funding a food waste composting project on the basis of deferred municipal waste disposal fees. Her proposed ordinance would essentially pay for itself while reducing landfill burdens.

Tobin's weaknesses are few. Her most apparent one is that she occasionally spreads herself too thin, and needs to be reminded that she must turn down some projects so that she can complete others well. Nonetheless, Tobin managed to excel academically while maintaining a very positive presence in her extracurricular roles.

I am certain that Tobin would benefit enormously from working in your Office. As a student in the top one percent of my classes, I am confident that she can not only manage the pace of your program successfully, but contribute tremendously as well. I sincerely hope you accept Tobin into your internship program, you'll be glad you did.

Please don't hesitate to contact me for further information.

Sincerely,



Daniel Press, Ph.D.
Assistant Professor
Environmental Studies Board
408/459-3263
408/459-3516 (messages)

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J.W. PELTASON
President

WALTER E. MASSEY
Provost and Senior Vice President
Academic Affairs

OFFICE OF THE PRESIDENT
300 Lakeside Drive
Oakland, California 94612-3550

August 9, 1993

Ms. Kathleen McGinty, Director
The White House Office of Environmental Policy
The White House
1600 Pennsylvania Ave.
Washington, D.C. 20510

Re: Reference for Ms. Tobin Freid

Dear Director McGinty:

It is my pleasure to recommend to you Ms. Tobin Freid for the position of Intern to the White House Office of Environmental Policy. I have known Ms. Freid for the past two years and I believe that she would fulfill the responsibilities of the Intern position in an exemplary manner.

For the past two years Tobin has been a member of the University of California Student Association (UCSA). The UCSA is the student organization, consisting of undergraduate and graduate representatives of the student bodies of the nine campuses of the University of California, which deals exclusively with the Office of the President, which oversees the management of the entire University of California system. My office, Student Academic Services, is responsible for all matters related to students outside of the classroom, and works directly with the UCSA.

Tobin was the undergraduate representative for the University's Santa Cruz (UCSC) campus. While I meet and get to know all of the UCSA representatives, Tobin came to my attention during the 1991-92 academic year for her work with a task force I appointed to look into the issue of how the University could better meet the students' educational financing needs. Tobin was one of the three student members of that committee, and contributed greatly to a comprehensive piece of work which we are still using to provide better assistance to students as they attempt to meet their cost of attending the University. Tobin worked effectively with the other members of the committee, and was a significant member in developing new ways for the University to be responsive to this particular student need.

Director McGinty
August 9, 1993
Page 2

I worked closely with Tobin over the past year as she was elected by her colleagues as President of the UCSA. By virtue of this position she became the spokesperson for the 166,000 students of the University. The President is the person who has the right to speak to the University's Board of Regents during their meetings.

The University of California has been going through extremely difficult financial times; in light of this, Tobin and I often found ourselves on opposite sides of issues, especially those dealing with appropriate fee levels for our students. Yet through the year I have come to appreciate Tobin for her leadership and talents. She became an effective spokesperson for the students. She matured in the ways in which she could articulate and present her case to the administration as well as to The Regents. She has the ability to think carefully and analytically and make her position known and understood. I appreciate her abilities to do her "homework" to make the best case possible.

I understand that part of this internship would be to become involved in the way in which Port Ord, in California, would be utilized after it is closed. This would be an excellent "fit" for Tobin, given her skills, as well as her relationship with the nearby UCSC campus. I believe that Tobin would bring to this role the vitality and intelligence that I have seen her display for the past two years.

If I can provide any further information, I would be happy to do so; my telephone number is (510)987-9518.

Sincerely,


Dennis J. Galligan, Ph.D.
Assistant Vice President
Student Academic Services

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ENVIRONMENTAL STUDIES

SANTA CRUZ, CALIFORNIA 95064

August 9, 1993

Kathleen McGinty
White House Office of Environmental Policy
1600 Pennsylvania Avenue
Washington D.C. 90510

re: Recommendation for Internship Applicant Tobin Freid

Dear Ms. McGinty;

I write to give my strongest, unqualified recommendation to Tobin Freid, an applicant for an internship with your office. This past June, Ms. Freid graduated with Honors in the Environmental Studies Program at the University of California, Santa Cruz. I have known Tobin for the past two years as she was an undergraduate student in several of my courses; one of which was a small senior seminar this past spring where I became unusually well-informed about student academic abilities. I am also aware of her accomplishments first as the President of the UC Santa Cruz student body, and subsequently as the chair of the state-wide association of UC students. In the latter of these responsibilities she was also the undergraduate student representative to the UC Board of Regents.

Quite frankly, I can think of no other student in recent years that is as ideally qualified to serve as an intern in the White House Office of Environmental Policy. First and foremost, Tobin has a powerful and disciplined intellect. Governance and environmental policy are her passions, and her combination of experience in governance within the University of California and her outstanding academic record in Environmental Studies are tailor made for your office. Tobin has taken virtually all of the wide array of courses in both Politics and Environmental Studies that pertain to public policy. She is well read, blessed with superb research skills, and is a first-rate writer.

In addition to these impressive intellectual skills, Tobin is a leader of unusual dimension. She is a gifted speaker and conversationalist. Not only is she clear and articulate in her speech, she is unusually composed and effective, even in high pressure situations. According to all accounts, she was a most informed and forceful student voice at Regents meetings. I personally witnessed the influence of her reasoned and persuasive presentations before the UC Santa Cruz Academic Senate, the assembly of the entire faculty.

Widely respected among peers and superiors alike, Tobin's leadership skills derive from a combination of her active mind and her outgoing, but not overbearing personality. In this regard, she

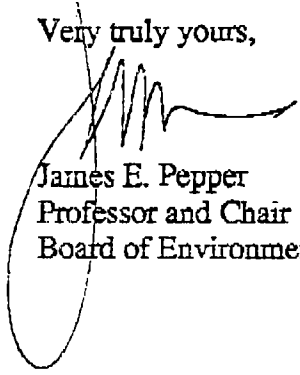
embodies unusual combinations of personal traits: progressive yet not "Politically Correct"; bright and lively, yet thoughtful and reflective; worldly in mind but unpretentious in decorum. She is a free and independent spirit who knows how to work very effectively with people to achieve important goals. Finally, her contagious sense of humor has served her particularly well in the stressful world of university politics; I trust it would do likewise in the White House.

It is also useful in writing letters of recommendation to comment on any weaknesses or limitations that could impair the performance of an applicant. It is not uncommon to make such comments, since most of us have such readily apparent qualities. In Tobin's case I am simply not aware of any such limitations.

Over the past quarter of a century I have written hundreds of letters of recommendations for UC Santa Cruz students; students seeking a wide range of internships and jobs, as well as those wishing to continue in higher education. I have had the honor to give my support to students who have attended the finest graduate schools in the country. In spite of many such students, there remains a small group with truly extraordinary talents; young people from whom we expected truly great achievements; young people who have never failed us. Tobin is clearly within this small cohort of students; she is truly one in a million.

It gives me great pleasure to give Tobin Freid my highest, unqualified recommendation. Not only would your office benefit greatly from her service, she would obviously be enormously enriched from the experience. Tobin is destined for greatness; this opportunity would assist her in that trajectory. You will find no better qualified applicant; I urge her selection.

Very truly yours,



James E. Pepper
Professor and Chair
Board of Environmental Studies

Tobin L. Freid
404 National Street
Santa Cruz, California 95060
408/429-6679

August 10, 1993

Kathleen McGinty, Director
The White House Office of
Environmental Policy
The White House
1600 Pennsylvania Avenue
Washington, D.C. 20500

Dear Director McGinty:

I am writing to indicate my strong interest in an internship position in your office. I am pleased that in response to an inquiry by Christian Marsh of your staff, the Chancellor and several faculty at the University of California, Santa Cruz (UC Santa Cruz) have strongly endorsed my candidacy for this position. This letter, and attached letters of recommendation, will serve as an introduction to my interests and talents. I welcome the opportunity to provide you with additional materials, or to answer any questions you may have. I understand that this position comes without pay and that the length of the internship is to be determined. Both of these conditions are ones which I am more than willing to meet.

I am interested in an internship position in the White House Office of Environmental Policy for the opportunity to use the knowledge and experience I have gained in local and regional environmental and public policy arenas to impact our national environmental policies. These interests go back many years. Before I came to the UC Santa Cruz, I had made a decision to dedicate my life's work to preserving and improving both the natural and human environment. As I became involved in political interest groups—California Public Interest Research Group (CalPIRG) and the UC Student Association (UCSA)—I developed an appreciation of public policy as a way to affect positive change in environmental issues. My involvement in these groups has strengthened my skills in research, policy analysis, and communication. In combination with my academic work, I believe that my experience with the public interest sector has prepared me to ambitiously and successfully tackle the challenges I would be presented with as an intern in your office.

My academic focus in the Environmental Studies program at UC Santa Cruz was in Policy and Planning. Through courses such as National Environmental Policy, Regional Policy, The Idea of Planning, and Culture and the Environment, I developed an understanding of a broad variety of issues and approaches. I have explored issues of global warming, resource depletion, urban sprawl, and the development and impact of international treaties. Some approaches I have assessed are mediation, litigation, mitigation, and joint fact-finding. My interests have lead me to take courses and read books on a variety of issues, from politics and economics to ecology and creative writing, which contribute to my interdisciplinary approach to environmental policy.

Additionally, through my initiation of in-depth research on particular issues, I have had an opportunity to form my own analysis of various environmental situations and possible solutions. For example, I have written two term papers on the potential effects of the North American Free Trade Agreement (NAFTA) on national environmental standards in Mexico, the United States, and Canada. Exploring certain issues in detail has given me a greater

Kathleen McGinty
August 10, 1993
Page Two

appreciation for and facility with the complexity of the problems today's environmentalist must face.

In my first quarter at UC Santa Cruz I became involved with CalPIRG as a way to organize grassroots campaigns around environmental issues. I gained invaluable experience in the technical aspects and the impacts of grassroots organizing, as well as developing skills in research, analysis and communication. In my two years of involvement I worked on creating and supporting various legislation as well as specific projects and issues. For example, I was involved in the campaign to pass the Big Green initiative in California—a comprehensive initiative addressing pesticide usage, deforestation, and ocean pollution. I also worked to inform the campus and local community on the ignored issue of solid waste disposal, and I lead a "Green Voter" education drive. This drive entailed identifying, informing, and motivating voters regarding environmental initiatives and candidates. It was very satisfying to see the results of my hard work.

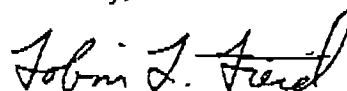
During my last two years of college (I graduated with Honors in June 1993), I have served as the representative to the University of California Student Association (UCSA). I had the opportunity to expand my leadership and analytical skills to encompass more than environmental issues. In UCSA, I helped to develop legislation on statewide student issues and work through the legislative process. This past year I held the office of President of the association, and in this capacity I served as the voice of students to the University of California Board of Regents, the California Legislature, and the media. Through my many interactions with all three entities, I learned the importance of patience and professionalism while maintaining a focused, proactive role.

In summary, I am very interested in an internship position in your office. My interests and expertise in the areas of environmental and public policy compliment my commitment and dedication to a job well thought through and done. As evidenced by my successful ability to balance demanding extracurricular activities with solid academic work, I work well on many projects simultaneously and under pressures of deadlines. I enjoy research, writing, and interacting with people. I have tremendous experience in strategy, analysis, and public speaking. I encourage you to read the enclosed letters of recommendation to give you a broader view of my strengths.

Again, I appreciate the opportunity to indicate my interest in an internship position. I can be contacted directly at the above phone number and address, or through the University of California, via Ms. Lora Martin, Director of Science Development at 408/459-2501.

Thank you for your consideration. I look forward to the opportunity to contribute to your efforts.

Sincerely,



Tobin L. Freid

Enclosures

TOBIN L. FREID

404 NATIONAL STREET * SANTA CRUZ, CA 95060 *
(408) 429-6679

OBJECTIVE:

To use my skills and knowledge to gain hands-on experience in environmental policy in the White House Office of Environmental Policy.

EDUCATION:

University of California, Santa Cruz

***Bachelor of Arts in Environmental Studies, June 1993**

-Emphasis in **Policy and Planning**

-Relevant coursework includes:

Culture and the Environment

Global Systems

Global Systems

International Environmental Policy

Ecology

Environmental Issues

National Environmental Policy

Sociology of Environmental Politics

International Institutions

Foreign Affairs,

Social Change in the Third World

Ecosystems

Ecodevelopment

Regional Environmental Policy

***Independent Senior thesis--development of legislation to create a composting program for the County of Santa Cruz**

AWARDS AND SCHOLARSHIPS:

Academic Honors conferred with Bachelor of Arts, Environmental Studies, 1993

Merrill College Service Award, 1993

Alternate, California State Senate Fellowship, 1993

Truman Scholarship Finalist, 1992

LEADERSHIP AND VOLUNTEER EXPERIENCE:

University of California Student Association (UCSA)

UCSA is a statewide student organization consisting of the 18 student governments of the University of California.

***President: 9/92 to present**

-Represent the 161,000 students of the University of California to the UC Board of Regents, UC Office of the President, California State Legislature, UC Academic Senate, Associated Alumni of the UC, media

-Maintain contact with members of Board and staff

-Make interim decisions regarding the association and current legislation

-Work closely with Executive Director to organize association and develop policies

-Organize and lead workshops on University issues

-Coordinate annual Student Summit, Women's Conference, and Student of Color Conference

-Network with other statewide organizations

-Testify to Legislative Committees and UC Board of Directors

-Chair UCSA Board of Directors' monthly meetings

- Meet regularly with University officials** including UC President, Vice President of Student Affairs, Budget Director, UC Santa Cruz Chancellor and Vice Chancellors, Alumni Association Chair, Academic Senate Chair
- ***Chair, Fees and Financial Aid Committee:** 9/91 to 9/92
 - Develop policies regarding student fees and financial aid
 - Represent UCSA to the UC Board of Regents and California State Legislature regarding student fees and financial aid
 - Maintain contact with members of committee**
 - Ex Officio member of California Loan Study Council and UC Office of the President Committee on Financing Higher Education
 - Organize and lead workshops** on fees, financial aid, and specific legislation
- *UC Santa Cruz undergraduate representative: 7/91 to present

Student Union Assembly

- ***Officer and member:** 2/91 to present
 - Organize rallies and media events
 - Develop grassroots campaigns**

California Public Interest Research Group (CALPIRG)

CALPIRG is a statewide student organization working on environmental issues consisting of chapters from numerous colleges and Universities. It is affiliated with PIRG nationwide that has **organizations in 22 states** and the District of Columbia.

- ***Board of Directors:** 6/90 to 7/91
 - Develop organizational policies
 - Coordinate projects across the state
- ***Chair, UC Santa Cruz Chapter:** 5/90 to 5/91
 - Oversee project groups
 - Provide leadership development opportunities
 - Maintain contacts with other organizations
- ***Santa Cruz Earth Day Coordinator:** 1/91 to 5/91
- ***Solid Waste Issue Coordinator:** 1/91 to 6/91
- ***Organizer of Hunger Cleanup 1991 and Beach Cleanup 1990**

Third World Student Coalition

The Third World Student Coalition consists of students from numerous campus organizations and works on issues of concern to underrepresented students in the University.

- ***Member:** 1/92 to 7/92

EMPLOYMENT:

Research Assistant, Dr. John Gammon: 7/93 to present

- Research information on the environmental policies of multilateral banks**
- Ranger Explorers Environmental Day Camp Leader, Monterey Bay Natural Historical Association:

6/92 to 8/92

- Developed and administered environmental programming for children ages 7-12 years

Clerical Assistant, UC Santa Cruz Natural Reserve: 2/90 to 6/92

- Prepare and respond to correspondence
- Edit reports
- Organize file system
- General office support

Canvasser, Pesticide Watch: 7/91 to 8/91

Canvasser, CALPIRG: 6/91 to 7/91

INTERNSHIPS:

- *Field study and preparation of a voter guide to environmental initiatives on the Spring 1990 ballot
- *Gwitch'in Steering Committee, an organization to aid the Gwitch'in people who live in the Arctic National Wildlife Refuge fight oil drilling in their area: 7/91

PUBLICATIONS:

- * Contributing articles, letters to the Editor, and feature stories
- Campus Governance
City on a Hill Press
UCSA Newsletter
CALPIRG Notes

COMPUTER SKILLS

Word processing

- *Microsoft Word (Macintosh)
- *Word Perfect (IBM\)
- *Smith-Corona Personal Word Processor

Graphics

- *Page Maker (Macintosh)

REFERENCES

Daniel Press, Professor of Environmental Studies, UCSC (408) 459-3263
Margaret H. Fusari, Professor and Coordinator of the UCSC Natural Reserve (408) 459-4971
Andrew Shaw, Executive Director of UCSA (916) 447-8272
Mary Raftery, Legislative Analyst for CALPIRG (916) 448-4516
Dr. John Gammon, Partner at CONCUR (408) 425-3962



1767 BUSINESS CENTER DRIVE
RESTON, VIRGINIA 22090

FACSIMILE: 703/438-8413
TELEPHONE: 703/438-8400

TO: Ms. Pam McElwee

AT: Office of Environmental Policy

FACSIMILE NUMBER: 202-456-2710

TEL. NO. FOR CONFIRMATION OF RECEIPT: 438-8400

FROM: Jessica Hirst

DATE: March 31, 1993 NO. OF PAGES 11 (including this page)

Jessica Hirst
P.O. Box 10933
Stanford, CA 94309
(415) 497-1091
March 30, 1993

Ms. Pam McElwee
Office of Environmental Policy
Old Executive Office Building
Room 358
Washington, DC 20501

Dear Mrs. McElwee:

I am a senior at Stanford University, where I study earth systems with a focus on economics and environmental policy. I have an interdisciplinary background in environmental studies that includes ecology, biology, geology, chemistry, mathematics, economics, and policy. I have a 3.9 grade point average.

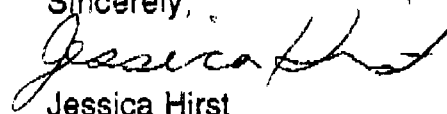
I am extremely interested in an internship with the Office of Environmental Policy during the year between my graduation in mid-June and the beginning of my graduate studies in environmental economics and policy. As my resume shows, I have extensive research experience, both independently and as an assistant to others.

My academic interests have centered on market solutions to environmental problems, particularly air and water pollution. I have researched the concept of tradable permits in theory and in practice, on the local and international level. I will serve as a research assistant during the next academic quarter for a professor looking at the tradable permits program being developed in Los Angeles and at the incremental environmental effect of imposing an energy tax on top of existing emissions regulations. I have studied international environmental issues addressed at the Earth Summit, particularly population growth and ways to deal with potential global climate change.

I have also examined the federal budget-making process under a former deputy director of Office of Management and Budget. That class included an extensive budget-balancing simulation exercise in which I was responsible for environmental and agricultural programs. The exercise familiarized me with government programs and the budget process, both economically and politically.

I will be in Washington on Wednesday and Thursday of this week, March 31 and April 1. I would like to set up an interview if possible. I arrive tonight, March 30, so please feel free to leave me a message. In Washington you can reach me at my parents' house, at (703) 356-2623. Thank you for considering me. I look forward to your response.

Sincerely,



Jessica Hirst

Withdrawal/Redaction Marker

Clinton Library

DOCUMENT NO. AND TYPE	SUBJECT/TITLE	DATE	RESTRICTION
002. transcript	Stamford, Jessica Hirst [Personally Identifiable Information] (1 page)	00/00/1993	b(6)

COLLECTION:

Clinton Presidential Records
Council on Environmental Quality
Kathleen "Katie" McGinty
OA/Box Number: 2573

FOLDER TITLE:

Internship Program: Fall 1993

2012-0769-F
kc1969

RESTRICTION CODES

Presidential Records Act - [44 U.S.C. 2204(a)]

P1 National Security Classified Information [(a)(1) of the PRA]
P2 Relating to the appointment to Federal office [(a)(2) of the PRA]
P3 Release would violate a Federal statute [(a)(3) of the PRA]
P4 Release would disclose trade secrets or confidential commercial or financial information [(a)(4) of the PRA]
P5 Release would disclose confidential advice between the President and his advisors, or between such advisors [(a)(5) of the PRA]
P6 Release would constitute a clearly unwarranted invasion of personal privacy [(a)(6) of the PRA]

C. Closed in accordance with restrictions contained in donor's deed of gift.

PRM. Personal record misfile defined in accordance with 44 U.S.C. 2201(3).

RR. Document will be reviewed upon request.

Freedom of Information Act - [5 U.S.C. 552(b)]

b(1) National security classified information [(b)(1) of the FOIA]
b(2) Release would disclose internal personnel rules and practices of an agency [(b)(2) of the FOIA]
b(3) Release would violate a Federal statute [(b)(3) of the FOIA]
b(4) Release would disclose trade secrets or confidential or financial information [(b)(4) of the FOIA]
b(6) Release would constitute a clearly unwarranted invasion of personal privacy [(b)(6) of the FOIA]
b(7) Release would disclose information compiled for law enforcement purposes [(b)(7) of the FOIA]
b(8) Release would disclose information concerning the regulation of financial institutions [(b)(8) of the FOIA]
b(9) Release would disclose geological or geophysical information concerning wells [(b)(9) of the FOIA]

Jessica Hirst

The following are excerpts from a longer paper titled:

**Can the Private Sector be
Environmentally Responsible -
and Like It?**

The private sector has long been one of the most effective lobbyists in the United States. The mobilization bias in this country is born out of the ability of a group of people with shared interests and sufficient resources to influence the direction of public policy. Other countries do not share such a tradition of strong business influence, and this is perhaps due to the non-parliamentary nature of the U.S. government, and to the power of campaign contributions. The private sector has numerous lobby groups to press for policies that are in their perceived best interests, and in the past many industry groups (timber, auto, chemical) have used their power to weaken environmental protection legislation that they feared would threaten business. Now, however, some business leaders recognize that it may be in their best interest to take the unfamiliar position of formulating and supporting environmental regulation of business.

The Montreal Protocol to control and eventually phase out chlorofluorocarbons (CFCs) is the most salient example of the new business thinking. In 1986 U.S. CFC producers formed the Alliance for Responsible CFC Policy in support of international controls (Benedick). The producers realized that the United States and Canada, at least, were sure to regulate CFCs with or without industry participation, and that it would behoove them to be part of the regulatory process (Benedick). The U.S. producers wanted to make certain that the regulations were clear, were established quickly to allow time to develop

CFC substitutes prior to phase-out deadlines, and were harmonized across nations to create fair competition ("Green Diplomacy"). The harmful effect of CFCs on the ozone layer, in juxtaposition with other environmental problems, such as global warming, is a relatively simple case of a few producers, a few uses, available substitutes, and clear scientific evidence supporting calls for action ("Green Diplomacy"). While the additional complexity of problems such as global warming could discourage business from taking a pro-active stance and favor instead emphasizing high costs, lack of substitutes, and uncertainty, some business leaders are thinking positively.

Stephen Schmidheiny, a Swiss billionaire, organized a group of 48 industrial leaders to form the Business Council for Sustainable Development to promote the concept of "eco-efficiency" (Simons, "Plea"). Schmidheiny believes that more environmental regulation is inevitable, and that "we [businesspeople] have two options: either we resist and we will suffer, or we will anticipate the changes and we will have more profits and more personal satisfaction" (Simons, "Plea"). Just as the U.S. CFC producers decided they preferred being on the inside rather than on the outside of the regulatory process, so too has this group seen that there are advantages to participation that include input on what the policies will be and how they will be implemented. For instance, the president of Dow Chemical emphasized that with company branches all over the world, he would prefer harmonized rules so that his company will not be "hostage to a variety of pressures and regulations" (Simons, "Plea"). The businesspeople are also responding to pressure from banks, insurance companies, shareholders, employees, and consumers to clean up their act (Simons, "Business").

This collection of powerful leaders, which includes the chief executive officers of Volkswagen, Nissan Motor, RoyalDutch/Shell, DuPont, and

Mitsubishi, is no small player (Simons, "Business"). The group has the resources to exert significant influence over regulations that result from the upcoming Earth Summit in Rio de Janeiro. The Business Council for Sustainable Development may be able to encourage governments to create an effective framework of objectives and incentives for economic activities all over the world to use resources in a more sustainable fashion. Since economic concerns are often voiced as reasons not to take environmental action, environmental support from economic powers could fundamentally change the way politicians regulate natural resources. If the group forms alliances with environmental groups they will be even more effective. Of course, there are risks that business will take advantage of its powerful position to weaken legislation. Greenpeace International said that the Council's report was a "veiled attempt to minimize environmental controls" (Simons, "Plea"). Clearly, the private sector has immense power over natural resource policy and its exploitation, and the fate of the environment rests in part on how that power is used.

The impact of environmentally responsible corporate behavior on business profits will depend on the extent to which firms are required to internalize environmental costs. In the absence of environmental regulation or other controls, environmentally responsible behavior may hurt profits if the firm's ability to compete is hampered by its extra control costs. This has been a concern in international trade, where unregulated countries appear to have a competitive edge over regulated countries. The firm's environmental actions would be a private cost, with a public benefit that could not be captured by the firm. Even without strict regulation profits may rise if the environmentally responsible behavior cuts fuel or other costs not related to environmental

regulation. Indeed, the Union of Concerned Scientists released a study claiming that a 70% cut in carbon emissions over the next 40 years would result in U.S. savings of \$2.3 trillion due to lower fuel and electricity bills (Stevens). If, however, all firms were required to pay for use of the environment, through taxes, permits, or regulation, measures taken to lessen the environmental impact of business activity would almost certainly raise profits by lowering costs of production. In this case the firm would be able to capture some of the efficiency gain produced by its improved behavior.

Almost every newspaper and magazine article on the Earth Summit has a headline emphasizing the wealth disparities between industrialized and developing countries: "Rich vs. Poor," (Elmer-Dewitt, Time), "Who Will Pay the Bill for Protecting Earth" (Diringer, San Francisco Chronicle), " and "Poor vs. Rich in Rio," (Lewis, The New York Times). The issue of how the developing countries can afford environmentally-friendly technology to use in improving their standards of living has been a central topic of debate in negotiations leading up to UNCED (Diringer). Most technology is "owned" by the industrialized countries and by private businesses in particular. It is one thing for leaders of developing nations to say that the governments of the industrialized countries have a moral and practical obligation to share technological and financial resources with them, but quite another matter to force private companies to do what they perceive as giving their resources away for nothing in return. Jamsheed Marker, the U.N ambassador from Pakistan, says that any resource transfers from North to South are not aid in the traditional sense, but will benefit both North and South (Diringer). The transfers

are more like investments in our common future, and the goal should be to help industrialized country businesses see them as such.

Technology transfer aid is not entirely absent. President Bush recently announced plans to establish a Technology Cooperation Corps, which would bring U.S. business people to developing countries to help those countries obtain appropriate environmental technologies (Wines). Bush further offered U.S. assistance to developing countries in devising the easiest plans for reducing greenhouse gas emissions (Wines). This government-sponsored aid is a step in the right direction, but the magnitude of technological and financial resource transfer needed for sustainable development will far exceed the government's capabilities. Secretary-general of UNCED, Maurice Strong, estimated that the industrialized countries would have to provide \$125 billion a year to help the developing countries implement Agenda 21, the UNCED plan for action (Diringer).

Private businesses will be hesitant to engage in extensive "charitable" giving in the name of the future of humanity because the costs come directly out of their pocket, while the benefits accrue to everyone on earth. Businesses must be able to see the returns from the investment accrue directly to their business, and not only to society at large. There are several ways to this could happen.

A version of a tradable permits program could facilitate technology and financial transfers from private firms, while explicitly benefitting the firms. This idea is based on Joel Swisher's concept of International Carbon Emissions Offsets (ICEOS), a currency which allows power plants in industrialized countries to meet their own carbon reduction requirements by investing in low-cost carbon-saving projects in developing countries (Swisher). The concept demonstrates how private firms could profit from engaging in environmentally

responsible behavior. These firms would primarily fit into the second category of businesses that do not produce specifically "environmental" goods or services, but are required by national greenhouse gas reduction policies to internalize the costs of their greenhouse gas emissions.

Many cost estimates for reduction of greenhouse gases show that the first controls in industrialized countries will be inexpensive to profitable, but after that reduction efforts will experience diminishing returns (Easterbrook). William Cline, an economist at the Brookings Institution, estimates that the cost of reducing carbon emissions per ton of emissions would be \$100 in industrialized countries, but only \$10 to \$20 in developing countries ("Hot Air, and Hopes, at Rio"). The following strategy allows the industrialized country firm to take advantage of these lower costs.

A firm in an industrialized country purchases an emissions permit from a broker for less than it would cost to make an equivalent emissions reduction in its own country. The money from the purchase would provide for an emissions offsetting project in the developing country (Swisher). The project could reforest an area, or replace a wood stove system with a solar stove system. Firms that provide environmental goods and services would get involved in this step as providers of technology and knowledge. It is important to note that this system would only work for globally uniformly mixed pollutants such as greenhouse gases, for which the location of emissions is irrelevant to the effect on the atmosphere.

There would be mutual gains from the transaction, accomplishing the goal of a resource transfer that is a genuine purchase of services and not in any way a hand-out. The industrialized country firm benefits from the lower cost of meeting its emissions reduction requirement, and the developing country would benefit from the new technology, or from the sale of products from the standing

forest. Of course the price of the permit would have to include the opportunity cost of the project, such as the additional amount of earnings that would come from having livestock on the non-reforested land. In order to be a true offset, the project would have to reduce emissions from the current level in the developing country.

Not all of the funds from the permit purchase would be used up by the carbon-offset project, and larger gains for the developing country would come from the producer surplus, which could be used to purchase environmentally friendly technology to improve living standards. Once the offsetting *reduction* is made, profits could be used to protect *existing* forests, or provide a new village with solar or wind power. The transaction could even agree to transfer technology to the developing country instead of money, an idea likely to be favored by industrialized country firms and governments concerned about cash transfers which could be used for any purpose. Another idea would be to strike a deal where the developing country could use profits to purchase technology from the industrialized country firm at a discount, thereby guaranteeing the firm a new customer, and enabling the developing country to get more for their money. The permit transaction could serve as a seed grant, allowing initial adoption of new technology which could be expanded at lower costs once some citizens of the developing country become familiar with the new systems. This mechanism is similar to a debt for nature swap in that the broker could arrange for proceeds from the permit purchase to be used as debt relief. The permit/offset system expands sources of funding for debt for nature swaps from a small number of non-governmental organizations to include numerous private businesses (Swisher). This proposal and others demonstrate the possibility for the private sector to reverse global environmental degradation and still be profitable.



THE ENVIRONMENTAL CAREERS ORGANIZATION

STUDENT ASSOCIATE PROGRAM WITH THE U.S. EPA

Project Description Form (Check one option.)

- ☐ Environmental Associate Program (Open to all students)
☐ Minority Environmental Summer Associate Program (Open to students from minority institutions.)

☐ California Office	☐ Florida Office	☐ Great Lakes Office	☒ Northeast Office	☐ Pacific Northwest Office
381 Bush Street	4902 Eisenhower Blvd.	50 Public Square	286 Congress Street	1218 Third Avenue
Suite 700	Suite 217	Suite 628	3rd Floor	Suite 1515
San Francisco, CA 94104	Tampa, FL 33634	Cleveland, OH 44113	Boston, MA 02210	Seattle, WA 98101
(415) 362-5552	(813) 886-4330	(216) 861-4545	(617) 426-4783	(206) 625-1750
Fax (415) 362-5559	Fax (813) 882-0589	Fax (216) 861-6727	Fax (617) 423-0998	Fax (206) 625-9246

To request the services of an ECO Associate, please complete and sign this form and return it to the appropriate ECO office. Contact ECO for additional information.

Sponsoring Organization

White House Office on Environmental Policy

Organization

Department

Old Executive Office Building, Room 360, Washington, DC 20501

Address

~~Pam McElwee~~
Person to Contact

Title

~~202 456 6224~~

Telephone

Direct supervisor (if different)

Title

Telephone

Job Description

Please describe the (1) BACKGROUND (2) OBJECTIVES (3) SPECIFIC TASKS and (4) EXPECTED RESULTS. Continue on a separate sheet of paper or back of this form if necessary.

The Clean Water Act reauthorization is the number one priority for Congress this year. The complicated issues involved in the reauthorization will require one person (the Associate) to coordinate strategy between associate directors of the areas involved, such as wetlands, watershed management, and non-point source pollution. In addition, coastal and ocean issues would be under the Associate.

Specifically, the Associate will coordinate follow up to Federal wetlands policy announcement; follow up Congressional action on clean water and drinking water; work with agencies on federal funding priorities for clean water; work with other staff members (Natural Resources, Pollution Prevention) on identifying cross cutting water opportunities; help agencies formulate a coastal and ocean strategy for the Administration; work with Natural Resources staff member on Pacific NW salmon issues.

Number of Associates needed for this project: 1 Approximate starting date(s): October 1993

Length of Placement(s): 26 weeks (12 weeks minimum: 26 weeks maximum)

Qualifications Desired

Please describe below the matriculation level (e.g. bachelor's, master's, etc.), appropriate disciplines and skills you need:

Associate needs to be pursuing a MS or PhD in water or toxics issues, or pursuing a law degree with knowledge of relevant statutes (CWA, SDWA, TSCA). Congressional experience and some budget cycle experience are helpful. Good political skills and good writing skills are both needed.

Weekly salary for ECO Associate(s) - range acceptable: \$500./wk

please other side

Background Information

Please briefly describe your organization and department including its purpose, geographical scope, recent activities, work environment, organizational culture, etc.

Additional Information

Project Location: Washington, DC Public Transportation: None Fair Good

Car needed on the job? No Yes Provided

Language skills needed or desired (in addition to English): _____

Will there be any restrictions placed on the ECO Associate?

Mentor

I will serve as a Mentor to this Associate. I will provide support, both professional and personal, to the Associate. As the Mentor, I agree to provide the Associate housing information.

Print Name	Title	Department
------------	-------	------------

Signature	Date	Telephone
-----------	------	-----------

Contracting/Purchasing Authority

I hereby authorize ECO to begin preliminary screening of candidates for the position described above. I understand that all candidate information we receive from ECO is confidential. I further agree that this organization will not seek to hire independently any person referred to us by ECO so as to avoid using ECO services.

<u>JAM McELWEE</u>	<u>Special Assistant</u>	<u>[Signature]</u>	<u>8-23-93</u>
Print Name	Title	Signature	Date

The Environmental Careers Organization

August 23, 1993

*Bob Nolan
WH Counsel*

Mr. Robert Knox
Office of Environmental Equity
U.S. Environmental Protection Agency
PM-224
401 "M" Street, SW
Washington, DC 20460



Dear Bob,

Thank you for speaking with me this afternoon about the possibility of your office providing funding for an ECO Associate position at the White House Office on Environmental Policy. The staff at the White House Office has voiced high praise for Lavatus Powell and would like to continue their involvement with the program.

As we discussed, the White House Office is putting together a Project Description Form for an ECO Associate to carry out a training assignment related to the Clean Water Act water pollution issues, and equity concerns. The Associate would be a graduate, doctoral or law student and your office would have a role in selecting the right person for this experience. The Associate would be advised and mentored by Pam McElwee.

From previous experience, I estimate that the Associate stipend would be \$500 per week. Adding in costs for payroll taxes, insurance and program participation fees, the total EPA share for a 26-week project would be \$18,065.

I have asked our Northeast regional staff to begin screening ECO's Diversity Initiative applicant pool for suitable candidates for this training assignment in the hopes that the Office of Environmental Equity will be able to provide funds.

As always, the ECO Associate at the White House Office must meet the program criteria defined in our guidelines. For instance, the Associate will:

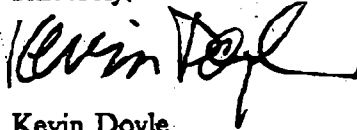
- * be a currently matriculating student
- * be a U.S. citizen
- * train for no longer than 26 weeks
- * be paid for with funds from approved object classes
- * carry out assignments directly related to the student's academics
- * carry out assignments directly related to EPA interests

Finally, I understand that no paperwork for any ECO Associate assignments can be processed before October 1. I have informed Pam McElwee that a likely start date for an Associate is the week of October 19.

Thanks once again for your consideration, Bob. I look forward to hearing from you, Clarice, Linda or Renee about next steps, if the Office of Environmental Equity approves funds.

Hope all is well with you and that you have had a good summer!

Sincerely,



Kevin Doyle
National Director
Program Development



Withdrawal/Redaction Marker

Clinton Library

DOCUMENT NO. AND TYPE	SUBJECT/TITLE	DATE	RESTRICTION
003. form	Application for WH Internship, Danielle Miller [Personally Identifiable Information] (1 page)	00/00/1993	b(6)

COLLECTION:

Clinton Presidential Records
Council on Environmental Quality
Kathleen "Katie" McGinty
OA/Box Number: 2573

FOLDER TITLE:

Internship Program: Fall 1993

2012-0769-F
kc1969

RESTRICTION CODES

Presidential Records Act - [44 U.S.C. 2204(a)]

- P1 National Security Classified Information [(a)(1) of the PRA]
- P2 Relating to the appointment to Federal office [(a)(2) of the PRA]
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C. Closed in accordance with restrictions contained in donor's deed of gift.

PRM. Personal record misfile defined in accordance with 44 U.S.C. 2201(3).

RR. Document will be reviewed upon request.

Freedom of Information Act - [5 U.S.C. 552(b)]

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Michael T. Goergen

Permanent:
3958 Monroe Ave.
Hamburg, NY 14075
(716)-649-2115

Temporary:
229 Winding Ridge
Syracuse, NY 13210
(315)-442-6809

Education SUNY College of Environmental Science and Forestry
Syracuse, New York
Bachelor of Science Degree Expected May 1994
Major: Environmental Studies Policy and Management

SUNY College at Fredonia
Fredonia, New York
Major: Biology, Pre ESF core curriculum

Experience Owner/Operator - Michael Goergen Sound Systems. Hamburg, NY.
Responsible for attaining clients, advertising, set up, and event programming.

December 1989 - Present

Research Aide - SUNY Environmental Science and Forestry. Dept of Forest Soils. Syracuse, NY. Responsible for laboratory and field work with soil and water. Including atomic absorption spectrometry, phosphorus analysis, and design and construction of lysimeters.

September 1992 - Present

Recreation Supervisor - Town of Hamburg. Hamburg, NY.
Responsible for planning daily activities of children, and allocating work projects for six employees.

June 1990 - August 1992

Night Manager - Bayview Beach Club. Blasdell, NY. Responsible for entertainment programming, nightly closing, food and beverage service.

May 1992 - August 1992

Assistant Promotions Director/Air Personality - Metroplex-Robinson Communications WUFX. Buffalo, NY. Responsible for setting up and carrying out promotional ideas, contracts, and weekend radio operations.

September 1989 - May 1991

Honors & Activities President of Alpha Xi Sigma Honor Society - SUNY ESF
President's List - SUNY ESF
Senior Class Chair - SUNY ESF
Undergraduate Student Association - SUNY ESF
Writing Support Center Tutor - SUNY ESF
Dean's List - SUNY Fredonia
Dorm Council President - SUNY Fredonia

References available upon request

3958 Monroe Ave.
Hamburg, NY 14075

Attn. Pam McElwee
The White House
Office of The Environment
Washington, DC 20500
Fax: 202-456-2710

*Yes
Nat. Summer*

Dear Ms. McElwee:

As you requested I have sent you a resume and a brief writing sample. Ms. Mary Margaret Overbey recommended I contact you about the possibility of an internship within your office for the fall of 1993. Your prompt response will facilitate my intention of receiving credit for this opportunity; a deadline of June 24, 1993 has been posted for earning credit.

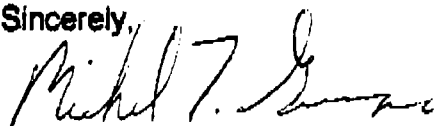
It is exciting to see the creation of this important office. It only proves to me that President Clinton and Vice President Gore are truly committed to the preservation of the Earth and sustainable resources for business and the environment. My environmental interests rest mainly in policy, but I have special interests in environmental issues that include, but are not limited to, all aspects of the Great Lakes, drinking water management, and hazardous waste issues.

Being enrolled at the SUNY College of Environmental Science and Forestry, in the program of Environmental Policy and Management, has given me an opportunity to study the complexity of environmental problems from the areas of science, technology, policy implementation and business. I have taken courses in hard science, socioeconomics, public policy and have worked to relate them to environmental issues. If you would like to see transcripts of these courses, I can arrange to have them sent through the university. I would like to use the knowledge I have gained to assist the Office of the Environment and gain practical experience in Environmental Policy.

Working in the Forest Soils lab at the college has provided an opportunity to assist in a research project. This work experience provided more than a practical knowledge of laboratory skills, it has shown me how research information is obtained and how to use that information. My leadership skills have been affirmed by my peers here at SUNY E.S.F. They have elected my Senior Class Chairperson to represent their concerns to the administration, and to the greater student body. Owning and operating my business has also provided many challenging opportunities and experiences. It has been very successful and provides a means of supporting my educational goals. I have been able to improve my writing skills and assist others with the same goals by working in our Writing Support Center. I also have experience working with both Macintosh and PC computers. These experiences will serve me well in any internship position you may have within the Office of the Environment.

My long range goal is to be able to work within government for the protection and enhancement of our natural resources. A position within the Office of the Environment would provide valuable experience on the road to achieving that goal. I am excited to have a chance to work with you; thank you for your time. Please contact me if I can be of any assistance.

Sincerely,



Michael T. Goergen

Abstract

The introduction of the zebra mussel into the Great Lakes will run up an estimated price tag of \$5 billion over the next ten years. Everyone using the Great Lakes for any purpose will be subject to this damage, including users of water intakes, recreationists, and industry. No one in North America is immune. The thumbnail sized mollusk is a relentless filter feeder originally from the Caspian Sea. They have been a problem in Europe since the late 1800's and were introduced in America as early as 1988. Effective control methods have not yet been found to combat the zebra mussel problem. Some methods produce harmful carcinogens, while others cost too much money. The problem must be solved because it is slowly destroying the natural ecosystem of the Great Lakes. This mussel consumes the majority of the lower end of the food chain, and predation on the bivalved mollusk is not great enough to control them. They provide no value for human consumption. International, federal, state, and local governments need to work together to solve this current threat to the fragile ecosystem that is the Great Lakes.

I. Introduction

Since the zebra mussel found a way to move from the saline waters of the Caspian Sea, to the fresh water systems of the world, man has had difficulty dealing with the problematic bivalve. The mussel's ability to annoy became apparent in Europe as early as 1880.

In America, the pesky bivalve was unheard of until a ship traveling across the Atlantic emptied its ballast water into Lake St. Clair, a lake in southern Ontario. Two University of Wisconsin students discovered the zebra mussels in June of 1988, and by early 1989 they had been discovered in Dunkirk, New York. The threat of the zebra mussel had become apparent, and North America began searching for a solution.

The US Fish and Wildlife Service estimates the cost of damage done by the mussels in the Great Lakes region to be \$5 billion over the next decade. These costs occur at all levels including industry, municipalities, recreation, and the ecology of the Great Lakes.

II. Background

A. General Biology

The zebra mussel, scientifically known as *Dreissena polymorpha* is a bivalve mollusk, related to members of the clam and oyster families. The common name of zebra mussel comes from its elongated shell of dark and light stripes. They are found in both fresh and brackish waters within 5 to 25 feet of the surface, but have been found at depths of up to 165 feet. The zebra mussel must have a water current with a constant source of plankton, the staple of the bivalves diet. They gain this nourishment by filtering water through the cilia of their gills and stomach, earning them the name filter feeders. The zebra mussel is so efficient that a single adult can filter up to one liter of water per day.

The size of a zebra mussel ranges from one to one and a half inches, or about the size of a thumbnail. They weigh approximately one ounce, and prefer to live in temperatures between 68 and 77 degrees Fahrenheit. A zebra mussel can not survive when the temperature is greater than 104 degrees Fahrenheit.

The beard of this bivalve is made up of hundreds of hair like strands, that allow them to attach to any hard surface including rock, steel, concrete, plastic, wood, or glass. The mussels can also attach to other mussels often forming colonies of up to 70,000 individuals per square yard. Some estimates of mussel concentrations in Lake Erie go as high as 900,000 per square yard (Boyle 1990).

They are an extremely hardy creature, with lab tests showing that they can live up to eleven months without food. The zebra mussel can live out of a water environment for up to two weeks, as long as conditions are humid (Graham 1990).

B. Reproduction and Development

The Zebra mussel reaches sexual maturity by the age of two and yields between 30,000 and 40,000 eggs annually per female. This equates to around 150,000 eggs over an average lifetime of four to nine years. Reproduction begins only when the water is above 54 degrees Fahrenheit.

Fertilization occurs externally when sperm and eggs released from adult mussels unite. This first stage of development is called the veliger stage, when the organism lives as a free floating microscopic larvae. As free floating individuals, they can easily be spread throughout a water system. After three weeks of the free floating stage, the animals attach themselves to any hard surface, due to the weight of their slowly developing shell. This then begins the post veliger or settling stage. The Zebra mussel needs a calcium concentration of 12 milligrams per liter in order to develop a shell, therefore water with low calcium content will not be able to support zebra mussels (Hart 1990).

Once settled, the beard of the mussel attaches to the hard surface, and the animal remains stationary for the rest of its life. This is the most vulnerable stage for the mussel, with mortality rates greater than 99%. This is often due to temperature shock, attaching to a non suitable surface, or insufficient oxygen. Once a mussel does settle it can live between four and nine years (Kubiak 1990).

Researchers believe that the waters of North America will favor the expansion of the zebra mussel more so than in Europe, because of favorable water temperatures and biological conditions (Karlin 1990).

C. Dispersal

European studies have shown that the zebra mussel is easily transported by ships that travel continental canals and river systems. This implies that the mussel could easily be spread throughout North American water systems. The zebra mussel poses a great threat to The United States' waterways because of favorable temperatures, leading to better breeding ability of the mussels (Schmitt 1990).

END OF SAMPLE