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Weekend

ADAPTIVE MANAGEMENT

Reconciling science and politics in practice*

Kai N. Lee†

Introduction

I'm delighted to be here and grateful to Harriett for inviting me. I'd like to share some thoughts from a book I published last year, entitled *Compass and Gyroscope: Integrating science and politics for the environment*. *Compass and Gyroscope* has something to say about what you are doing here at OEP. A very bright young man named Ted Wolf, who graduated from the program I teach in at Williams some years before I arrived, summarized the book this way to me recently:

Students here

If we want sustainable development, then either we must be rigorous about ecosystem science and serious about linking scientific findings to policy, or we must redefine affluence and revise our social expectations. The present course of (often) sloppy science and *status quo* values will not even point us in the right direction, let alone get us to our destination.

Ted said it more concisely than I've ever managed to, and he highlighted my principal point: that environmental policy, which one way and another aims at revising the relationship between humans and nature, must combine science *and* politics in ways that haven't been done so far. Another way to say this—which doesn't sound like the same message at first—is that environmental policy is revolutionary in its implications but it is also constrained to be reformist in implementation and design.

The tension between fundamental change and business as usual is nowhere more stark than in the definition of sustainable development with which you are all familiar—to provide for the needs of the present without compromising the ability of future generations to meet their needs. The difficulty of assuring prosperity in the present while preserving the quality and productivity of the natural environment has been symbolized in the last several years by

* Brown bag lunch talk, Office of Environmental Policy, Executive Office of the President, Washington, D.C., March 1, 1994.

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the battle over the Northern spotted owl. The fight over the owl has been framed as a conflict between jobs and environment. This is the conflict sustainable development seeks to transcend. If the term sustainable development is to be more than an oxymoron, human beings must do things we have not done yet—even though we are already, as the biologist Edward Wilson tells us, "a hundred times more numerous than any other land animal of comparable size in the history of life." Three of the things we must do are

- 1) to continue inventing technologies that enable us to harness new, previously valueless resources—as we've done with oil or silicon in the past century;
- 2) to stabilize human populations *and* average consumption levels in rough accord with the capability of local environments to absorb the wastes of consumption; and
- 3) to govern, stably, the political economies that drive consumption and foster innovation.

Environmental policy in postindustrial societies embodies moral pronouncements and detailed (though not always correct) accounts of the scientific and technological dimensions of the first two requirements of sustainability. But we have scant knowledge of the social and political processes that could practically—or even in principle—get *any* human collectivity to that goal of long-term durability.

Compass and Gyroscope is an exploration of this aspect of the environmental conundrum, of how we might proceed when humanity must go where the map of knowledge is still blank. The title of the book appropriates the nautical conceit: if we are sailing beyond the maps, we may still be able to navigate. The compass is science, which helps to orient humanity with respect to the earth, the natural world in which we live. The gyroscope is politics, the open, relatively democratic forms of political competition that arose in the United States and much of western Europe in parallel with the Industrial Revolution. The gyroscope of political conflict helps us to sense the values that organize human communities. The trouble is, the signals we receive from science and politics are complex and often seem to contradict one another. Nonetheless, properly understood, I believe that with these two navigational tools we can work our way toward a stable, prosperous, and environmentally sound way of life. That is what I shall attempt to make plausible this noon.

I learned that sustainable development can be an engaging intellectual problem in an odd place—in the government of Washington state, where I served for part of the 1980s as a public official. I should like to frame the argument to you as it arose for me, not as theory, but as a practical problem of environmental policy.

Two Columbia Rivers

In 1980 Congress passed a law, usually called the Northwest Power Act. In it, the federal government sought to create a sustainable balance between two key resources of the Pacific Northwest, the electricity that powers its industries and the salmon that range the waters of the Columbia River basin.

Rising in the Canadian Rocky Mountains and flowing 1,200 miles through the Pacific Northwest, the Columbia is the fourth largest river in North America. It drains an area that includes parts of seven U.S. states and two Canadian provinces—as large in extent as France. The river's average annual streamflow of 141 million acre-feet is more than 10 times that of the Colorado. The Columbia's high flows and extensive drainage have made it ideal for colonization, first, by fish and wildlife as the glaciers retreated at the end of the last ice age, roughly 10,000 years ago, and, much later, by dam-building humans.

There have been two Columbia River civilizations; a third is now emerging. To its earliest human inhabitants the river provided a rich life of fishing and gathering centered on the Pacific salmon. Later, the river became an industrial waterway, the sinew and pulse of a regional economy. Now, the Columbia has become the locus of an awkward search for balance among its industrial uses and its environmental treasures.

Wilderness

Not long ago, the Columbia basin was a wilderness. Before its settlement by Caucasians, this ecosystem supported a population of perhaps 50,000 Native Americans, whose world revolved around the yearly migrations that brought 10 to 16 million salmon back to the river. Harvested by spear, net, and boat, these fish provided both food and trade goods for the

people of the river basin. The Indian tribes lived in a long-run ecological equilibrium, which fluctuated between bad times and good, but endured over many human generations.

During the settlement of the West, in the 1850s, the Indians of the Pacific Northwest agreed to live within lands reserved to them, so that whites could divide the remainder of the land into property that could be developed economically. In the treaties creating the Indian reservations, however, the tribes retained the right to harvest fish "in common with the citizens of the United States." These turned out to be momentous words.

Beginning in 1969, after the settlers and their descendants had transformed the landscape and obliterated many of the fish runs, the Northwest tribes filed lawsuits to claim their treaty rights. They won. The immediate result was to reallocate shares of the salmon harvest: the phrase "in common with" non-Indians, the court ruled, meant that the tribes were entitled to harvest half the fish. This imposed a drastic and sudden curtailment upon a fishing industry already in decline, striking hard at commercial and sport fisheries which had ignored the Indians since the treaties were signed. After a decade of hard feelings, as the litigation was carried to the Supreme Court—where the treaty claims were affirmed—both non-Indian and tribal leaders realized that there was only one option all could abide.

That was to rebuild the salmon populations so that there would once again be enough for all to take "in common" without battling one another for the right to kill off the stocks forever.

The long run result of the tribal fishing rights dispute was the discovery that sustainable development was indispensable. A principle of the wilderness, to take what one needs but to leave enough for the future, had survived the ravages of industrialization. It remains to be seen whether the principle can endure as policy.

Industry

In 1941 a young folk singer in Portland, Oregon, wrote a song for the new Bonneville Power Administration, the government agency that had begun to sell power from the dams completed that same year. "Roll along Columbia," Woody Guthrie wrote, "you can ramble to

the sea, But river, while you ramble, you can do some work for me." He was celebrating the second Columbia basin civilization.

The basin's 19 major dams, together with more than five dozen smaller hydro projects, today constitute the world's largest hydroelectric power system. The Columbia River and its tributaries generate on average about 12,000 megawatts from falling water, somewhat more power than is used in New York City.

Largely built by the U.S. government at a time of low labor costs, the dams fostered economic growth in the Pacific Northwest with cheap electricity. Industrial and agricultural development have built the population centers of the Northwest. Aluminum for soda pop cans and Boeing airliners comes from Northwest smelters powered by hydropower. So too McDonald's French fries, processed in the potato country of Idaho, plywood and computer chips from Oregon, 2x4s from the sawmills of Montana, grocery bags and software from Washington—these are all products and jobs dependent on the river's electricity.

The 50,000 Indians who lived in wilderness have given way to a population of nine million, more than 100 times the aboriginal level. That increase in population, by two orders of magnitude, reflects a fundamental change in the relationships between people and the environment. The domesticated river provides power and irrigation while controlling its once-destructive floods; serving as an inland waterway navigable by tug and barge for 500 miles from the river's mouth all the way to Lewiston in central Idaho; and affording world-class windsurfing in the Columbia Gorge.

The industrial Columbia is a multiple-purpose marvel, a river, as the historian Donald Worster put it, that died and was reborn as money. The governing principle behind the many functions of the river has been to maximize economic return. The river's uses have been ranked accordingly: power first, then urban and industrial uses, agriculture, flood control, navigation, recreation, and finally fish and wildlife. What economic development meant for salmon was that the river no longer flowed in its natural fashion. Instead, the spring floods that came each year when the snow melts have been impounded by dams. Those waters had

been used by juvenile salmon to migrate to the sea. By the late 1970s there was only one reach of the Columbia where salmon still spawned naturally. The annual fish runs of 10 to 16 million that nourished the wilderness had dwindled to 2.5 million, and more than two thirds of those fish were born in hatcheries, because their natural habitat had been so drastically altered.

The appetites of economic growth will in time reach the limits of the natural world to support them. In the Pacific Northwest, the limits have been measured by fish and power, each an emblem of its age. Salmon, ranging the length of the river since time immemorial, gauge the health of the ecosystem. Their decline has been a slow crisis by human calendars. The biological depletions have been hidden and deferred by shifting fish from Indians to commercial fleets and from natural habitat to hatcheries. The power system, the symbol of modernity, is now fully developed. More useful energy—quite a lot more—can come from more efficient use, from energy efficient practices and technologies that are now being adopted. Yet the real significance of energy efficiency is far broader: it is that the industrial era on the Columbia has come to an end, though no one can yet say what has succeeded it.

Social learning

The task of reconciling the claims of salmon and the human users of the river fell in large measure to the Northwest Power Planning Council, an interstate compact agency of the states of Idaho, Montana, Oregon and Washington, formed in 1981. I served on the council from 1983 until 1987, as we struggled to put a bold hope into workable form. That hope was to achieve a balance between an industrial society, symbolized by electric power, and the quality of its environment, symbolized by salmon, so that both can be maintained. The Northwest had embarked on a search for what we now call sustainable development.

That search required a new structure of governance—a way to recognize problems, develop solutions, and win sufficient consent to implement them, all on a regionwide basis,

across state boundaries and the functional lines of electric utilities, government bureaucracies, environmental groups, fishing cooperatives, and Indian tribes.

The approach the Power Planning Council took was to admit that we did not know enough. This meant three things, which together we came to call *adaptive* management:

[handout: Adaptive management]

First, policies should be designed as experiments—as questions rather than conclusions. A policy is a hypothesis: something that you hope will work out. But often policies surprise us. We can learn a lot, and learn quickly, if we collect information systematically, so that we can recognize surprises early and respond to them.

Second, both policy design and implementation should be carried out in the open, so that debate can test the coherence of designs and the interpretation of surprises. The value of this seems obvious in theory, but it's very painful for human organizations to open themselves up to criticism—a fact that is evident to anyone who reads the *Washington Post* within the walls of this building. Openness can be achieved, however, and its fruits are precious—as is evident to those of us who read the *Washington Post* outside this building.

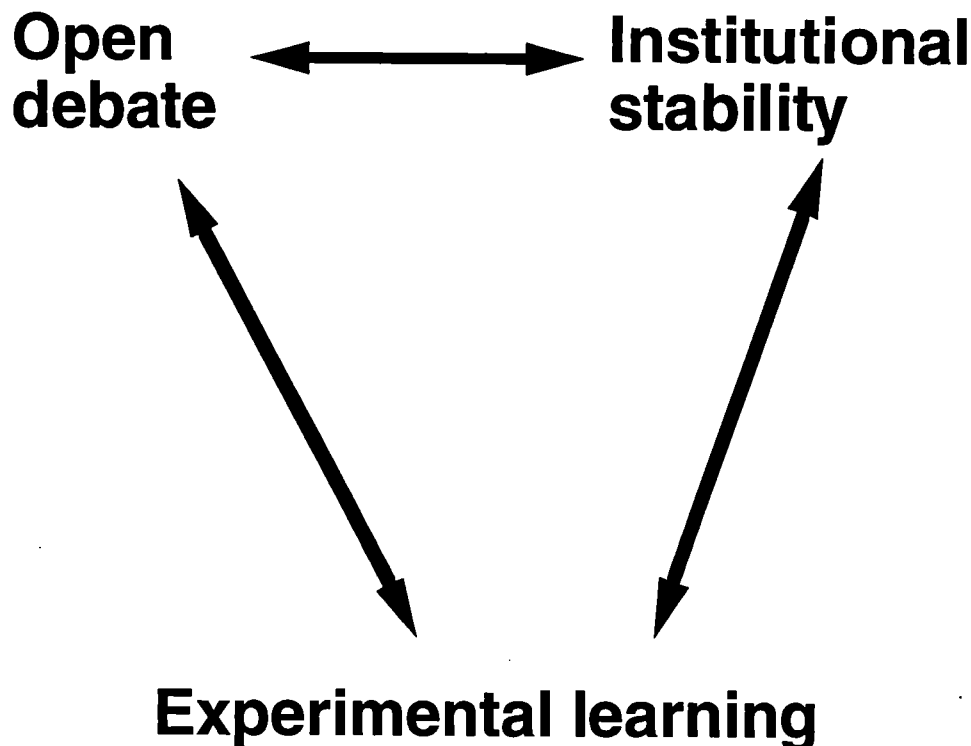


Figure 1. Adaptive management.

The third step is less obvious: it is to make use of institutional stability and strength. Learning cannot be combined with upheaval. But people who are losing a debate can see upheaval as their best option. That the hydropower system played such a central

role in the Northwest economy meant that there was a lot of "give" in it, once the legitimacy of the salmon claims was assured. But even so, upheaval threatened. In 1990, environmental groups and Indian tribes, frustrated by the slow pace of progress, filed petitions under the Endangered Species Act, hoping to change the rules of the game and its outcomes. The recovery plans mandated by the act have been drafted now, and final plans will shortly be adopted. Whether those recovery plans foster and protect learning is, to my mind, a crucial test.

Note that adaptive management as I've defined it emphasizes uncertainty, experimentation, and learning more strongly than the discussion in the Forest Ecosystem Management and Assessment Team's report. As a neophyte in the FEMAT literature, I'd welcome your comments later on whether this difference goes beyond emphasis.

Adaptive management's combination—of experimental policies and political debate within a stable institutional structure—is essential because of the nature of sustainability as a human goal. The search for sustainable development is hard because we know so little about the natural world. To harvest from nature one needs to know how to exploit it, but one does not need to understand much about the ecosystem. Catching fish is not easy. But building a sustainable fishery means much more. It means having to spawn, migrate, and grow fish, in a river and ocean environment that people affect but do not control.

Even when we are eager to learn, we must face the fact that nature yields her information slowly and reluctantly. The natural world does not have generally accepted accounting practices or quarterly reports to shareholders. On the contrary, many measures of ecological performance, like the size of a fish run or the volume of runoff in a river, come at the rate of one data point per year. The data are costly to measure, and the measurements are often inaccurate and unreliable. We have trouble seeing economic recessions coming, and they show up in two calendar quarters; the decline of a forest may take decades to become visible. By then, damage may be far advanced.

Worse still, we have pushed natural systems far from their natural state. Roughly two thirds of the salmon in the Columbia begin their lives in hatcheries. More than a third of the salmon's gene pool is gone, lost with stocks driven extinct when the dams closed off their spawning grounds. Ecological theory seeks to describe undisturbed ecosystems, not ones

radically changed by human intervention. The naturalist Aldo Leopold wrote that the first principle of intelligent tinkering is to save all the parts. Humans exploiting the Columbia have not done so, and that makes it harder to fashion a functioning whole from what is left.

Not only that, the patience and determination needed to manage ecosystems over times of biological significance will be hard to hang onto. Over the past 25 years the salmon of the Northwest have seen major changes in the ways humans deal with them—Indian tribes and the Canadian government have ~~become~~ ^{id. state + fed govt is} joint managers of the harvest; substantial sums have been diverted from hydropower revenues to fund salmon programs; endangered populations have been identified and are being protected with extraordinary measures; and large-scale efforts to protect or improve freshwater habitat have been launched, linking the fate of salmon, trees, and owls. None of this has stemmed the decline of salmon populations. Yet. People and organizations have had their patience worn thin, and their fractiousness rubbed raw. If you think school is expensive, try ignorance—so the slogan goes. But it's advice that can be hard to take when the short run yields low marks and high tuition bills.

Environmental policy is, scientifically, nearly always clouded by uncertainty. That means that the purpose of policy should *always* be to learn from the changes we impose on nature. Yet policies are also political promises. Thinking of environmental policies as scientific experiments sounds idealistic, perhaps unrealistic. That is one reason the program to rebuild the salmon of the Columbia defined adaptive management as a central objective, backed by budgetary commitments. Despite high levels of controversy, those commitments are still in place and are being turned into action. The example set by the council has been reaffirmed in the recovery plan required by the Endangered Species Act. That plan puts the need to learn systematically from experience second only to the preservation of the species now endangered. This is talk, but this talk is not cheap, since the recovery plan will impose hundreds of millions of dollars of additional costs on the consumers of electric power, as well as those who profit from natural resource extraction in the Columbia basin. One important

objective of adaptive management is to lower those costs to the biologically necessary levels as quickly as possible.

The learning that is needed will take decades, because of the slow tempo of the natural world. If we are to have time to learn, we must be as pragmatic about politics and economics as we are idealistic about science.

Humans loom so large on the landscape that we cannot ignore our economic presence. The path toward sustainable use of the environment does not lie through non-use of the environment. The policies from which we must learn are actions undertaken by large institutions with very large impacts on the natural world. One can oppose some of those actions. But any government, whatever its ideology, winds up influencing an economy. In doing so it shapes the human impact on nature. In this way, pragmatic politics is unavoidable in searching for sustainable development.

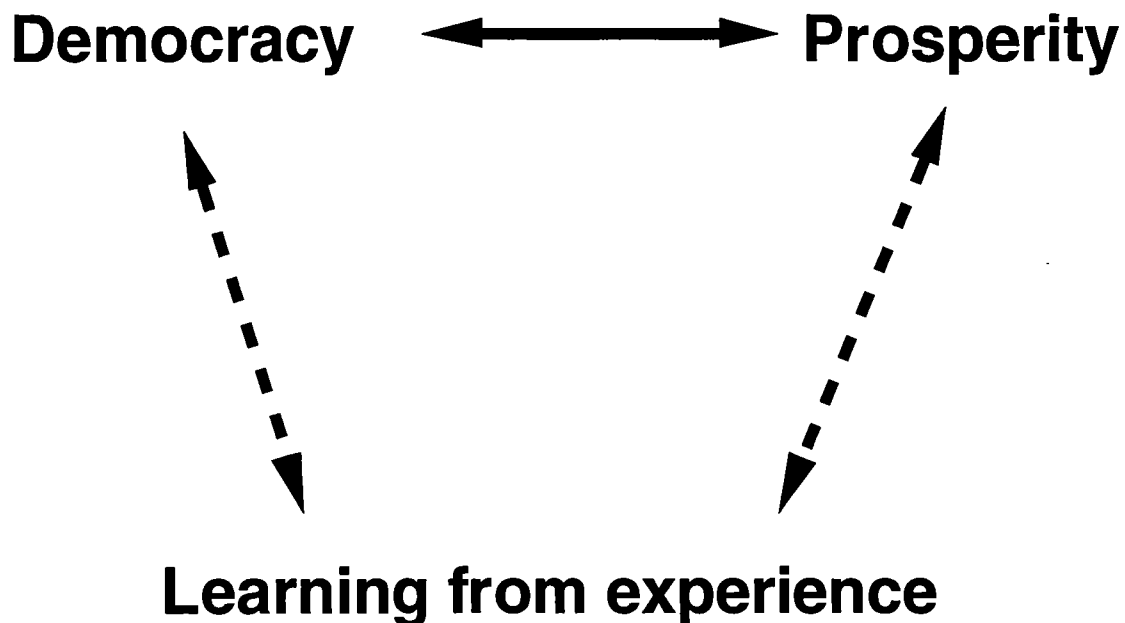


Figure 2. Social learning.

[handout: Social learning]

The combination of idealistic science and pragmatic politics is a long-term process I call "social learning." As you see, its logic is parallel to that of adaptive management: open

debate is scaled up to democracy; institutional stability, to economic prosperity; and experimentation becomes the more general objective of learning from experience systematically. Governments in many parts of the world take political stability based on democracy and prosperity to be their central responsibility. What is new—hence the dotted arrows—is the emphasis on learning. Is social learning possible? This, I believe, is the larger significance of the Columbia basin. The experience in the Columbia over the past decade demonstrates that learning on the scale of a large river basin, balancing two of the river's resources, can be put on a firm institutional basis. It's too early to say how well it will work in the long run, but learning ^{definitely, of course} is possible. I am ^{heartened} by the government's embrace of adaptive management in FEMAT. But I also worry that government and citizenry have not taken to heart how long a time, how high a front-end cost, and how full of surprises learning will be. Learning is not cheap, it does not come as fast as one wishes, and it changes the learner—ask a teacher.

Civic science

The story of the Columbia indicates the frailty of learning amid political strife. Let one story stand for a pattern. The biggest resource of the Columbia is its water in spring and early summer, when juvenile salmon migrate to the ocean. Releases of water are controlled by the U.S. Army Corps of Engineers, which traditionally aims to maximize the revenues of the utilities that generate power on the river. Studies in the 1970s gave support to a common-sense idea—the faster the flow of the river, the more rapidly juvenile fish would travel downstream. During those same years, the last dams were built, giving the Army Corps the ability to impound all the free flow in the Snake, the largest tributary of the Columbia. The 1970s studies became a political weapon to fisheries agencies, who smote the Corps of Engineers and the utilities, by demanding springtime water releases that ultimately cost the hydropower system more than \$100 million per year in foregone revenues. As the costs mounted, the power companies asked for more studies—but the fisheries agencies refused requests for marked fish, to be released and recaptured to estimate their speed of migration.

Doing the experiment might alter the distribution of political power to the disadvantage of the fish agencies. The lesson is a stark one: when knowledge counts, the temptation to abort or subvert experiments grows strong.

This point is one end of a suggestive discussion of science and politics by the political scientist Don K. Price. If the tension between science and politics were not deeply rooted, science and politics would not be such divergent human occupations. Understanding the divergence and the tension it causes is basic to seeing why learning must be at once idealistic and pragmatic.

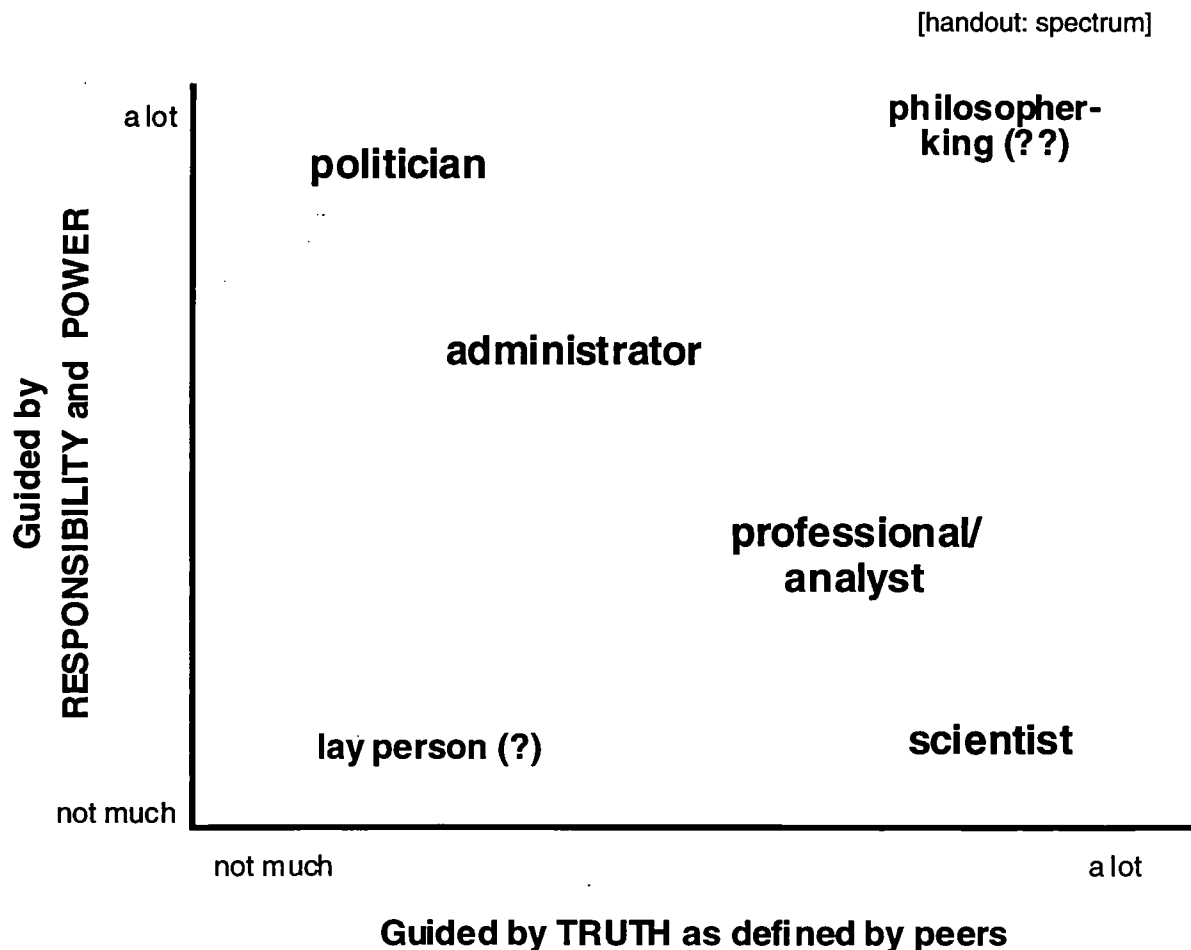


Figure 3. The spectrum from Truth to Power (after Don Price).

Science and politics serve different purposes. Politics aims at the responsible use of power; in a democracy, "responsible" means accountable, eventually to voters. Science aims

at finding truths—results that withstand the scrutiny of one's fellow scientists. These are ideals and goals, important in defining a moral order. In an industrial society there are two additional roles that combine knowledge, power, and morality, here labeled "administrator" and "professional/analyst," the latter including those, such as doctors or engineers, whose expertise is based upon science but whose practice is oriented toward the responsible exercise of professional judgment.

The idea of a spectrum of occupational roles and social functions was originally proposed by Price to identify the distinctive contributions made by different groups to a technological society. Here, I want to stress the implication for individuals of the fact that the roles are separate. *A single person cannot play several different roles at once.* Any single person's probability of achieving success depends upon competition—what is called "fitness" in biology—and only very rarely does any single person achieve high levels of success in more than one arena.

This does not mean that one must live out one's career in a single niche. Certainly there appear to be successful persons in bordering regions where different roles overlap: some scientists advise Congress regularly; political leaders rely upon analysts, and most distinguish among them on the basis of merit as well as on the basis of political loyalty. But most people are trained for only one of these roles, and there *are* costs and risks involved in moving from one arena to another. If costs of movement did not exist, we would observe persons who combined excellence in science with success in politics, administration, and professional practice—persons I have labeled "philosopher-kings," after the wise and powerful governors of Plato's *Republic*. In practice, however, one can allow for genius but not count upon it. Indeed, in a world of virtually universal specialization, most of us are not experts at all in most spheres of life; we are laity in the lower left corner of Figure 3, with power that reaches not far beyond ourselves, dependent on others' knowledge of what is true in most of what we consume or do.

The spectrum from truth to power places a crucial constraint on the science that can most directly inform sustainable development: in learning to manage large ecosystems we cannot rely on philosopher-kings. So there must be a partnership between the science of ecosystems and the political tasks of governing. Ecosystem-scale science requires political support to be done; one cannot alter the operations of a dam or a logging economy at will, just because one has a scientifically interesting hypothesis, and the knowledge that emerges from studies matters, often in direct and consequential ways.

Ecosystem management is now the responsibility of numerous public agencies and corporate property owners. Although they often act in a fragmented fashion that hardly merits the label "management," any management worthy of the term must be carried out by a substantial organization, probably a government agency or one subject to extensive public scrutiny. Learning in such a setting cannot take place without active political support; there are too many ways for things to go wrong without it. This is why political pragmatism is centrally important to those who wish to work scientifically at the ecosystem scale.

Conflict and negotiation

A critical element of that political pragmatism is dealing with conflict. An economy moving toward sustainability will meet resistance. As the slave leader Frederick Douglass wrote about another social change, "Those who profess to favor freedom and yet deprecate agitation are men who want crops without plowing up the ground. They want rain without thunder and lightning. . . . Power concedes nothing without a demand. It never did and never will." Yet confronting power while protecting science is not simple.

A set of ideas I have found helpful comes in the form of another diagram, drawn from the work of two sociologists, James Thompson and Arthur Tuden. They observed that choices differ in two important ways. First, there may be agreement or disagreement about causation — about what will happen if one of the decision alternatives is chosen. Second, there can be agreement or disagreement over which outcomes are preferred. Put simply, decision making situations may find those involved differing with one another over means

(causation) or ends (preferences). Thompson and Tuden suggested that each combination of agreement or disagreement requires a distinctive decision strategy and organizational structure for making choices (see Fig. 4).

[handout decision making]

When there is agreement on both causation and preferences, decisions are neither controversial nor conceptually difficult. Decision making under these conditions can be routine: choices can be made on the basis of orderly processes for gathering and evaluating information. The appropriate organizational form for routinized decision making is *bureaucracy*, the characteristic form of executive agencies. Conversely, public policies implemented by bureaucracies implicitly *assume* the absence of conflict; the presumption is part of the reason bureaucracies are readily stymied by disputes. Public servants are taught to serve the public, and they are puzzled when voices, each plausibly claiming to represent the public, offer contradictory reactions to how they are being served.

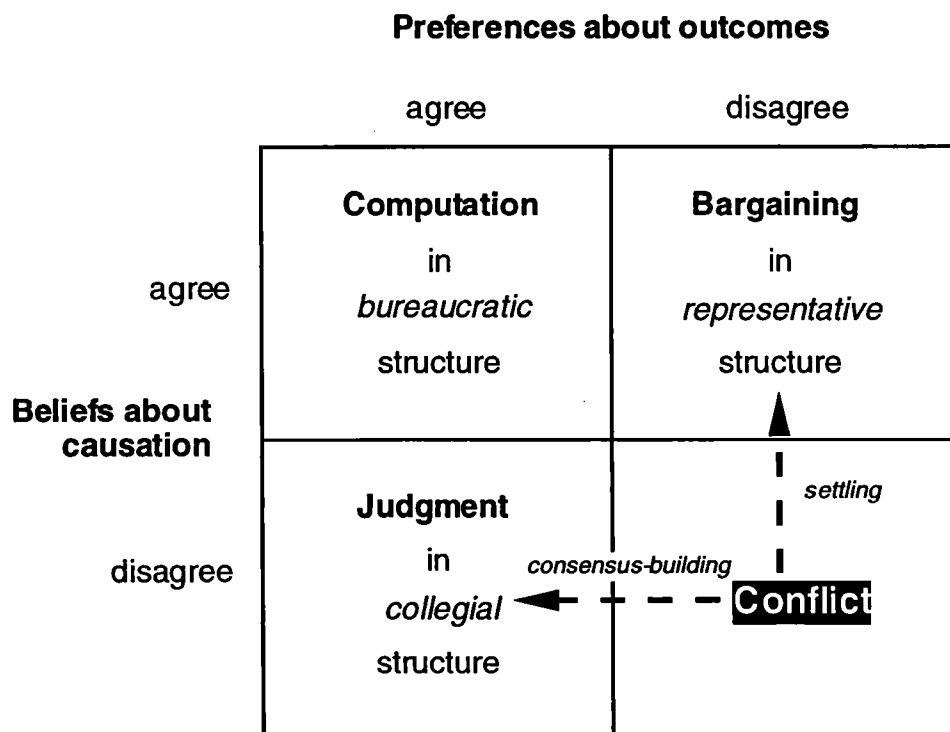


Figure 4. Decision making under varying conditions of agreement, and two strategies of intervention (after Thompson and Tuden).

When agreement over the way things work is weak, *collegial judgment* is needed. Collaborative weighing of evidence is found both among scientists searching for the most probable version of the truth and among jurists seeking just interpretations of law. Collegial judgment relies upon *consensus among experts* to win acceptance in the wider society.

When people disagree about preferences rather than about causation, the decision-making style must harmonize competing ends through compromise and *bargaining*. In the legislative process, for example, elected representatives must work together to represent the divergent concerns of their constituents. When there is disagreement about both ends and means, there may be no clear way to proceed.

For present purposes I want to characterize conflicts as situations in which disputes over preferences and causal beliefs become intertwined, and the way the dispute is linked to means and ends becomes problematic. As a conflict develops, associations are formed, among persons and between persons and ideas. Some means (and experts associated with their use) become identified with some ends (and their supporting coalitions). In addition, most decision making focuses on specific projects and policies. Choices select means toward ends, ends that are either taken for granted or else stated in abstract terms. As a result, conflict over means becomes a way of disputing goals. The confounding of ends and means leads to confusion and dispute about process, about how to decide. This happens in part because — as disputants understand — different decision processes lead to different outcomes. But another reason for the confusion is that it is not evident *how* choices of decision-making processes can affect the levels of agreement and disagreement. This is where negotiation style comes in.

There are two school main schools of thought. Those whose understanding of environmental conflict is rooted in science and planning have a tendency to think that solutions can be found if only the parties will defer their animosity long enough to see how they can all gain. Those whose training is in labor relations or race relations tend to think

that the opposition of interests is permanent, and that the objective should be to find out whether *any* joint actions are possible, rather than trying to pursue harmonious resolution.

Although there are these rival views, in practice the distinction between means and ends *is* unclear. Most ends are not final goals, but proximate objectives leading toward a more distant outcome: near-term ends are also means. Figure 4 is important, then, not because it relies upon a distinction that is clear in fact, but because it can be used to identify two conceptually distinct strategies for intervening in a conflict: either attempting to move toward agreement on causation, leaving preferences to be reconciled later; or attempting to move first on preferences.

The first approach to intervention seeks to obtain agreement on preferred outcomes, so that questions of means can be addressed by parties jointly. This intervention strategy is often called *consensus-building*. It is normally attempted as a prelude to joint planning, in which parties try to turn their initial consensus on goals into a plan that all can endorse. The preferences parties can initially agree to tend to be distant abstractions — such as "sustainable development" — since they are already wary about each other's motives on concrete results in the near term. This strategy is, in general, feasible only when a major change is introduced from outside, so that new issues and new alignments of parties at interest can supplant existing lines of division. There may be a high potential for conflict, and great concern at the pace at which conflict will unfold, together with uncertainty about its social dynamics. As potential conflict becomes actual, goodwill between the parties is eroded, and the idea of agreeing on distant goals becomes less attractive: there is less to be gained from communicating with one's adversaries, and those who think themselves vulnerable (possibly all parties) are suspicious that agreeing on goals is a snare or delusion.

A second approach seeks to alter the character of the dispute by obtaining agreement on causation, deferring questions of ends. This strategy launches a process of bargaining and negotiation, usually by representatives of larger groups or interests. This intervention method may be called *settling*, since the aim of the negotiation is not to achieve final resolution of

conflict, but rather to hammer out joint actions within a relationship in which all parties are aware of and retain opposed interests. The reason parties whose interests are opposed—management and labor, polluter and regulator—nonetheless try to work together is that they have to. Their agreements tend accordingly to be forced by deadlines, to be short-term and limited in scope—in a word to be contracts rather than joint plans.

Both settling and consensus-building create *negotiating processes*, in which parties may persist in their disputes. Since the agreement to negotiate is normally voluntary, there are few sanctions other than the negotiating relationship and what it produces to discipline the parties. An agreement, from this point of view, is a point of departure, not a destination.

Consensus-building focuses on shared objectives and urges the sharing of information as a sign of trust. The danger to parties is that some will not honor this trust and use the information to twist agreement on abstract goals into consent for unpleasant realities. A structural safeguard that lessens this hazard but does not eliminate it is public disclosure of information by all parties. Those with the most to gain by developing projects also know the most about the site, its utility for their purposes, and the risks of the project. Their commitment to a shared approach to planning can be tested early and late by their willingness to disclose information. Conversely, those who seek to prevent development are pressed by an open-disclosure framework to provide reasons and evidence for their opposition: if they share objectives, at some level, with those who want to modify the environment, they are obliged to discuss uncertainties openly and to abide by information gathered jointly. Not all perceived risks stand up to scrutiny; having joined a consensus, the opponents are yoked to the results of investigation.

Settlements aim at learning for the purpose of enforcement, to assure that other parties are following their obligations under the agreement. Their joint risk is that in protecting their individual stakes they will miss or fail to achieve better outcomes for all. In these situations too, open disclosure provides an opportunity to discover a superior outcome. But that may

not be enough: a superior outcome is often a public good, with some value to each party but with not enough value to warrant the risk of being put at a disadvantage by one's adversaries.

There are two conceptual solutions. One is for parties to build cooperation gradually and deliberately. Building cooperation requires consistency of behavior, something that may be difficult for parties that are themselves coalitions or organizations. The alternative is to develop an institutional structure in which the execution of the agreement is in the hands of an independent party, which becomes a natural advocate of superior solutions. This is what the Northwest Power Planning Council became in the Columbia basin. Developing such a structure, however, is seldom a low-cost solution, particularly if the agreement is to be of short duration.

Note that consensus-building is likely to be insufficient by itself. Learning is a gradual ascent toward confidence punctuated by the slippery panic of disappointments. If divergent goals are papered over by agreement on abstractions, each disappointment is a moment when good faith can evaporate. In the more suspicion-laden world of settlements, in which expectations are lower, it is prudent to design ways at the outset for sorting out interpretations of disappointing results. A consensus-building process that makes such an arrangement has gone a substantial distance toward embracing the settlement process, and will be stronger for it. The scientific method of adaptive management is such an arrangement, testing expectations against outcomes and providing an evaluative framework in which surprising outcomes are expected rather than demoralizing.

Planning Centralizes. Implementation Decentralizes

Once a framework for continuing negotiation is in place, it is possible for parties to work out the details, a process of planning — the assembly of information and analytical skills able to describe the world shared by the parties and able to identify the uncertain consequences of action within it.

Planning of this kind proceeds both when the parties agree on preferences and when they do not. Without a framework for disputing, there is no social mechanism for exploring

common objectives, and no means to reach joint commitments. Inquiry foreshortens to intelligence gathering. Decisions are the residue of conflict and evolving circumstance. Without organized analysis, knowledge degenerates into advocacy—their experts versus ours. Inquiry is then yoked to competing objectives. Learning is the accidental residue of conflict, and hard-won lessons cannot become the shared property of disputants. By contrast, planning in a framework of active negotiation is a process in which conflict can proceed productively, permitting and encouraging the articulation and defense of contending values.

That process was used by the Northwest Power Planning Council. Backed by a legal mandate to provide public information and involvement, the council sought to lower barriers to participation and to judge its success by its credibility with the public. In its first years, the council approached organizational and opinion leaders both inside and outside government and consciously built a consensus to back its plans.

The link between negotiation and adaptive management reflects a counterintuitive but crucial proposition: learning requires conflict. Because planning centralizes knowledge, it is natural to assume that planning works best in centralized, disciplined settings in which goals are agreed to. But an adaptive search for sustainability learns from implementation, and implementation decentralizes power. The tension between planning and implementation needs to be managed in the pursuit of sustainable development because implementation supplies the signals of what does not work, what needs to be modified in a centrally developed plan. This general tendency is made explicit in adaptive management.

The natural systems being managed cross the spatial and functional boundaries of existing institutions. Without a comprehensive perspective, the fragmentation of jurisdictions promotes unsustainable abuse of the environment, because individual institutions seek to achieve purposes that often turn out to be incompatible with sustainable use of the whole. Yet implementation requires a decentralized, fragmented perspective, because decisions are carried out by parties whose responsibilities are narrower than the breadth of the analytic tools used by analysts.

Political competition. Managing the tension between planning and implementation entails, paradoxically, the fostering of political competition. A competitive environment does not emerge automatically, but planners can use negotiation and analysis to link the agendas of separately managed organizations. Planners should not see themselves as managers of the organizations or as superordinate powers. Instead, they should aim at the internalization of both political and economic costs, so that the forces of error correction can be marshaled when surprise and error emerge.

In the Columbia basin, for example, fishery enhancement is funded by hydropower revenues. This arrangement is desirable on economic grounds, because those benefiting from electricity help to pay for the damage its production has caused. In fact the impact on electric power rates is small. Nonetheless, utilities and large users such as aluminum refiners feel an organizational and political incentive to act as watchdogs, seeking to ensure that fishery managers achieve results. Thus a political mechanism reinforces an economic means of recognizing error. Such an institutional design builds a social infrastructure for adaptive management.

Political competition is also important because it increases the likelihood of durability. Once established, a competitive political order is generally difficult to remove; political competition resembles the introduction of biological species, which is difficult to reverse once established. Encouraging political competition improves the likelihood that error correction will continue.

Inevitable conflict. In social learning, conflict is inevitable. The challenge is to keep conflict within bounds. The agenda of any dispute, the definition of legitimate disputants ("standing" in a legal setting), and the procedures — including production of information and presentation of arguments — by which the dispute is conducted are all governed by institutional arrangements and the distribution of resources. Changing these factors, piecemeal or strategically, to facilitate coherent outcomes is the institutional challenge of social learning.

Tension between centralized knowledge and control and decentralized experience is perennial. Central planners and governments have a wide-angle but abstract view. Because they must deal with diverse and complex aggregations, there is a constant temptation to oversimplify. To managers at the center, it is imperative to channel the flood of information to manageable proportions. The task is to focus the information received in a way that produces lasting solutions to real problems at a tolerable level of discord. Tradeoffs appear at the system level that are incomprehensible or unjust from the local perspective. Whenever local preferences matter, tradeoffs are constrained and there may be losses to the whole — losses that result in barely perceptible overall erosion, or in a shifting of damage from one place to another.

Conversely, the way the center sees things is bound to seem incomplete, unfair, or ignorant to observers at the local level, whose experience is first-hand, and whose responsibility and information do not include factors important to overall stability and other system-level properties. Because local knowledge is more detailed, often more persuasive, and sometimes contrary to the inclinations of those at the center, local actors find themselves in the position of forcing the center to attend to matters ignored, to integrate values separated by abstract understandings of what is needed, to change the center's grasp of what an action means or the rules by which a decision should be taken. This fosters conflict. It is not the kind of conflict that is readily handled by markets or anticipated in contracts.

The tension between centralized planning and decentralized implementation also reflects the difference between learning to perform a task better and learning to revise objectives in light of experience. In pursuit of sustainability, two kinds of experience accumulate. The first is how to carry out a particular kind of project, such as building a screen to guide juvenile salmon safely through a dam, bypassing the power turbines. This sort of experience can lead to lower costs and higher efficiencies. A second kind of experience develops at the system level, as different kinds of projects are implemented and their effectiveness compared and evaluated. System learning tends to develop in the

centralized elements of the program; task-based learning develops at the local level. Both are important to the search for sustainability: task-based learning is important to carrying out projects in cost-effective ways; system knowledge is essential to improving strategies in light of experience.

The complexity of human and natural systems is high enough to outrun anyone's ability to plan entirely from a central vantage. A framework for conflict and negotiation, designed with foresight and operated with understanding, is necessary to link central perception to decentralized action.

Social learning is a creature of politics and institutions. No one argues against learning from experience. But in order to discipline and to speed that learning with the experimental method, it is necessary to maintain a level of institutional cooperation and stability capable of planning, implementing, and monitoring activities over the length and breadth of large ecosystems, and to persevere for biologically relevant periods. Controversy is essential for error recognition to work, but severe conflict can undermine the error-correcting capability itself. In responding to controversy, it is essential for political leaders to understand both ends of that proposition.

Civic science and the problem of durability

I've given the label *civic science* to describe the idealistic and politically astute politician-scientists who must be the explorers of sustainability. The practitioner of civic science must be conversant with budgets and political pressures as much as with experimental methods and analytical procedures; she must be diplomat as well as investigator, reliable ally as well as intellectual innovator, a patient student of the long time scales of ecosystems as well as an agile negotiator who can make constructive use of the irregular but persistent crises that mark all public policies. Such a scientist-politician isn't a Platonic philosopher-king, but you will recognize her as the prototypical staff member of the Office of Environmental Policy.

When Harriett invited me to give this talk, she asked me to comment on how much you all can hope to accomplish in your work with adaptive management in the Northwest forests. The easy, unhelpful answer is that you must do well enough to survive the next backlash. Your lease on this space is temporary, and even the end of a second Gore administration will come before the spotted owl or the Snake River sockeye salmon flourish again, and before the people and the soil of Haiti or Chiapas are likely to find a long-term equilibrium. So the question of how to build durably is most important—and most elusive. To see why, consider the current state of the art.

I discovered in assembling *Compass and Gyroscope* that I could not write a recipe or a cookbook on sustainability; what emerged was more an essay on cooking. If achieving sustainability were a task that could be reduced to a recipe, social learning and its conflict and confusion would not be necessary. Today, we do not know whether it is possible to achieve sustainability nor how to do it. The environmentalist in me doubts that growth of the kind pursued by rich societies can benefit the planet as a whole. The scientist in me believes that sustainability involves puzzles that cannot be ignored by the missionary zeal of environmental advocates or by the technological optimism of those who pursue growth. And the social scientist in me sees in the partial but real insights won by hard thinking and empirical observation of human behavior a store of knowledge that is overlooked by practitioners of environmental policy all too often. The tension between scientific truth and the quest for a just society lies at the heart of sustainable development; it is a tension we face through social learning.

Flying here through the night reminded me of how sparkly a species we are to the observer from space. What that observer sees are the lights of human endeavor: the fires of people burning clearings in the forests; the flare of natural gas from oilfields where methane is just a useless byproduct; and of course the cities and towns that we string together in necklaces of brilliant unsustainable vitality.

Without satellites to see the world—that is, without the centralizing vision of science—we cannot perceive the planet we share with other living things. But what we see when we look through the lens of science is a vast, decentralized, diverse reality. It is a reality that is unlikely to be controlled or directed by any government because it is impossible to monitor in real time or to govern through central rule. That is the truth in the bumper sticker—think globally, act locally.

The image and the slogan suggest something else: if central *control* cannot work, the spread of ideas, brought to life by human intelligence in a decentralized fashion, *can* make a difference. Thus, the most important contribution the U.S. has made to the global environment so far did not come from the government at all; it was our invention of the citizen-based environmental group, a social technology no government sponsors and that many repress as dangerously inconvenient.

I believe that a humane and environmentally sound future lies in reach, but only if we can have the leadership of people who are broadly educated, over times that make a difference to large ecosystems and powerful human institutions. Today, sustainable development *is* an oxymoron, of interest mainly to those prepared to be dismissed as politically correct. If we are to make sense of the puzzle of how people may live permanently within the natural world, we must link the questions of environmental policy to the inadequate and messy process of social learning. That is the challenge of your work here—for which you deserve better luck than you will probably have.

I am of course happy to take questions, but for your attention so far, thank you.

Additional reading

Lee, Kai N. 1993. *Compass and Gyroscope: Integrating science and politics in the environment*. Washington, D.C.: Island Press.

Wilkinson, Charles F. 1992. *Crossing the Next Meridian. Land, water, and the future of the West*. Washington, D.C.: Island Press.



NEW ZEALAND EMBASSY
37 OBSERVATORY CIRCLE, NW,
WASHINGTON, D.C. 20008

Phone: (202) 328-4800
Fax: (202) 667-5227

UNCLASSIFIED FACSIMILE

PAGE ONE OF TWO PAGES

3 March 1994

Ms Kathleen McGinty
Deputy Assistant to the President
Office of Environmental Policy
The White House
WASHINGTON DC

Fax No: 456-2219

MESSAGE

Following is an invitation to a luncheon honoring Helen Hughes, the New Zealand Parliamentary Commissioner for the Environment. Ms Hughes will be visiting Washington to listen to the World Resources Institute about economic instruments, and also to seek the latest advice on oil spill emergency plans from the Marine Spill Response Corporation.

A small luncheon will be held at 12.30 pm on Friday 11 March at the New Zealand residence. We would be delighted if Ms McGinty could attend.

Kind regards

A handwritten signature in cursive script, appearing to read 'Sheridan'.

(Sheridan Read)
PA to Ambassador

A handwritten signature in cursive script, appearing to read 'NO 3/7/94'.

OFFICE OF THE AMBASSADOR

TEL: (202) 328-4851
FAX: (202) 667-5233

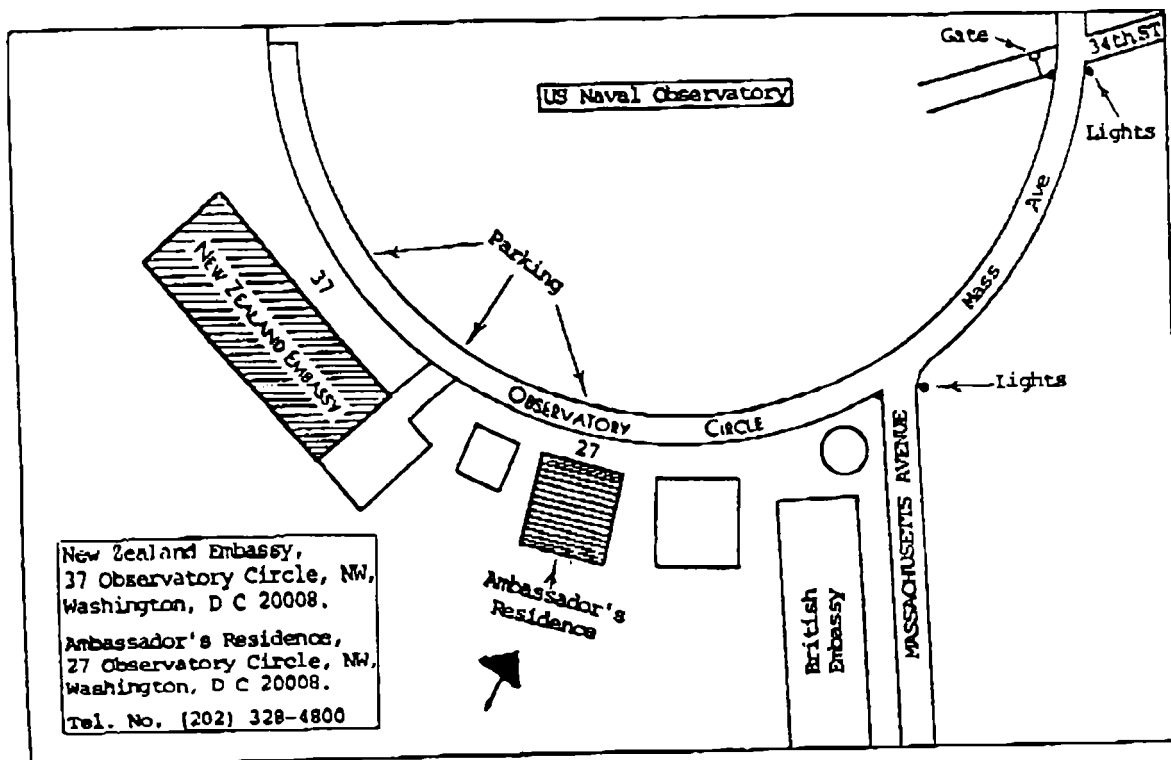
In honour of Helen Hughes, NZ Parliamentary
Commissioner for the Environment



The New Zealand Ambassador
requests the honour of the company of
Ms McGinty
at Luncheon
on Friday 11 March
at 12.30 o'clock

Ramp
Special Secretary
(202) 328-4851

New Zealand Embassy
27 Observatory Circle
(Residence)



RENEW

The new application for Renew America's 1994 National Awards for Environmental Sustainability will be available March 24! To request an application, please contact Nicolin Girmes at Renew America. The deadline for the new application is July 15, 1994.

TO:**FROM:**Name: KATIE MCGINTYName: KEN BROWNOrganization: WHITE HOUSE OFF. OF ENV. POLICYOrganization: Renew AmericaFAX #: 456-2710

FAX #: (202) 232-2617

Office Phone: _____

Office Phone: (202) 232-2252

Number of Pages (including cover sheet): 3Date: 3/7/94 Time: 1:30 am/pm

COMMENTS: _____

America's Source for Environmental Solutions

Renew America • 1400 16th St. NW, Suite 710 • Washington, D.C. 20036 • (202) 232-2252 • (800) 922-RENEW



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Director
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AT&T

Dale A. Didion
Senior Vice President
Hill & Knowlton

Howard Golub
VP-General Counsel
Pacific Gas & Electric

Elliott Hall
VP-Washington Staff
Ford Motor Company

Jan Hartke
President
Earthland

Tina Hobson
President
Renew America

John Javna
President
The Earth Works Group

Amory Lovins
Director of Research
Rocky Mountain Institute

Amory Lovins
President
Rocky Mountain Institute

Richard Ottinger
Law Professor
Pace University

Ava Seavey
Director of Marketing
Big Picture

Thomas Stoneback
Vice President
Rodale Press, Inc.

Michael Totten
Director
Center for Renewable Energy
and Sustainable Technology

Susan Weber
Executive Director
Zero Population Growth

Jack Young
Senior Vice President
Edison Electric Institute

Executive Director
Kenneth A. Brown

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Recycled Paper

March 8, 1994

Ms. Katie McGinty
Deputy Assistant to the President
Director, White House Office on Environmental Policy
Old Executive Office Building
17th Street and Pennsylvania Ave., NW
Washington, DC 20500

Dear Ms. McGinty:

Attached is our February 16 letter inviting you to be the featured speaker at our March 24 luncheon where we will announce major changes in our 1994 awards program.

I have also attached the list of organizations represented on our expanded Awards Council to give you an idea of who will be attending the luncheon.

Again, we would be honored to have you as the featured for our kick-off luncheon. I will be calling you shortly to see if you will be able to join us on March 24th.

Thanks again for your consideration. We look forward to hearing from you.

Sincerely,

A handwritten signature in dark ink, appearing to read "Kenneth A. Brown".

Kenneth A. Brown
Executive Director



February 16, 1994

Board Members

Claudine Schneider
Chair
Renew America

Eddie Albert
Actor
Environmentalist

Mary Condy
Environment and Public
Information Director
Proven Alternatives

Tom Davis
Director
ESES Engineering Affairs
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Howard Golub
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Pacific Gas & Electric

Elliott Hall
VP-Washington Staff
Ford Motor Company

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Tina Hobson
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Ava
President
The Earth Works Group

Amory Lovins
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Rocky Mountain Institute

Hunter Lovins
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Rocky Mountain Institute

Richard Ottinger
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Pace University

Ava Seavey
Executive Vice President
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Productions, Inc.

Thomas Stoneback
Vice President
Rodale Press, Inc.

Michael Totten
Senior Associate
International Institute
for Energy Conservation

Susan Weber
Executive Director
Zero Population Growth

Jack Young
Senior Vice President
Edison Electric Institute

Executive Director
Dale A. Bidion

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Recycled Paper

Ms. Katie McGinty
Deputy Assistant to the President
Director, White House Office on Environmental Policy
Old Executive Office Building
17th Street & Pennsylvania Ave., N.W.
Washington, D.C. 20500

Dear Ms. McGinty:

Renew America is holding a luncheon on March 24 in the Capitol, where we will announce major changes in our 1994 awards program. This year we are expanding our program to focus on the critical theme of environmental sustainability.

We would be honored to have you as a featured speaker at the kick-off luncheon for our Awards Council. Given the Administration's commitment to sustainability, we thought you would be an ideal speaker for this occasion.

Our new expanded Awards Council will include 10 new representatives each from community organizations, government, and business in addition to the thirty representatives from environmental organizations who have been members since our awards program's inception in 1989. We will also be inviting key Members of Congress, hill staffers and press to the event.

We hope you will join us at our kick-off luncheon. Thank you very much for your consideration. We look forward to working with you and the Administration to promote successful examples of sustainable development.

Sincerely,

Tom Davis
AT&T

Elissa Parker
Environmental Law Institute

Co-chairs, National Awards Council for Environmental Sustainability

NATIONAL AWARDS COUNCIL FOR ENVIRONMENTAL SUSTAINABILITY

Co-chairs: AT&T, Environmental Law Institute
Alliance to Save Energy
American Council for an Energy Efficient Economy
American Farmland Trust
American Forests
Center for Science in the Public Interest
Clean Water Action
Defenders of Wildlife
Environmental Action Foundation, Inc.
The Garden Club of America
Global Tomorrow Coalition
The Humane Society of the U.S.
Institute for Local Self-Reliance
Izaak Walton League of America
National Audubon Society
National Parks and Conservation Association
Natural Resources Defense Council
The Nature Conservancy
Planning and Conservation League
Rails to Trails Conservancy
Renew America
Rodale Institute
Sierra Club
Society of American Foresters
Soil and Water Conservation Society
Trout Unlimited
Trust for Public Land
Union of Concerned Scientists
The Wilderness Society
World Wildlife Fund
Zero Population Growth
Alliance for the Washington Office on Environmental Justice
American Association of Retired Persons (AARP)
Citizen Action
Close Up Foundation
National Council of La Raza
National Council of Churches
National Education Association
National Religious Partnership for the Environment
National Tribal Environmental Council
Roundtable Associates
Bank of America
Church & Dwight
Ciba-Geigy Corporation
Edison Electric Institute
Ford Motor Company
Hill & Knowlton
Pacific Gas & Electric
Times Mirror Magazines Conservation Council
Center for Policy Alternatives
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National Association of Local Government Environmental Professionals
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Representative George Miller (D-CA)
U.S. Department of the Interior
U.S. Environmental Protection Agency

THE WHITE HOUSE
WASHINGTON

3/7

~~Beth~~

~~Cathy Keith~~

OK

KM said no VP
has already regretted.

Do either one of
you have an interest?
Let me know.

BETH:
NO. KEL 3/8

Beth

KM - should
VP consider 2
winners, ~~Beth~~ flying
if Kelley is
we want to do
more regretted for
VP already. Cathy
Keith ~~consider~~ ~~consider~~
consider.

Beth, —
THIS IS SOME-
THING THAT
WE REGRETTED
FOR VP, BUT
YOU MIGHT
WANT TO TAKE
A LOOK AT.
(54213) T-162

DATE: 2/9/93

TO: DR

FROM: BILL WISE

SUBJECT: Vice Presidential Scheduling Action - VP TO GIVE
~~KEYNOTE ADDRESS AT THE MANITOBA~~
~~ROUNDTABLE ON ENVIRONMENT AND ECONOMY~~
3/17/93

Tyler
① Coord w/ Katie's office.
② Regret w/ 3/1

1. Provide comment/recommendation on whether VP should meet at White House.
 Prepare Scheduling Proposal.
2. Provide comment/recommendation on VP attendance.

 If you think the VP should attend, prepare a Scheduling Proposal.

3. Coordinate your recommendation with:

 OEP/Katie McGinty

 NSC/

 OVP/

TO K.
MSGNTY

3/2

4. ✓ VP will not be attending.

 Prepare regret letter.

 Provide comment/recommendation on whether a representative of the VP should attend.

DATE: 2/28/93

TO: BILL WISE

FROM: D. Rhys

SUBJECT: As above.

Comment/Recommendation: ① Scheduling most likely precludes this
② Not @ VP level [a conference limited to Province of Manitoba only]
③ Tony Wilson regret?



THE PREMIER OF MANITOBA

Legislative Building
Winnipeg, Manitoba, CANADA
R3C 0V8

January 21, 1994

The Honourable Al Gore, Jr.
Vice President of the United States
The White House
1600 Pennsylvania Avenue N.W.
Washington, D.C.

Dear Vice President Gore:

On behalf of the Province of Manitoba and the Manitoba Round Table on Environment and Economy, it is with great pleasure that I extend an invitation to you to give the keynote address at a joint meeting of our community round tables in Manitoba to be held on March 17th and 18th, 1994. We are bringing together some of Manitoba's most innovative people from industry, government, the environmental movement, labour and the educational community, to present "Manitoba's Sustainable Development Strategy" and discuss its impact on their communities. We will also be presenting our 1994 Sustainable Development Awards of Excellence in conjunction with this meeting.

We would like you to provide insights on your vision as to how the United States will promote economic growth and environmental conservation at home and abroad at a luncheon on March 18, 1994. However, we will adjust our program to meet your limited time constraints if required.

As Chair of the Manitoba Round Table on Environment and Economy, I have followed with great interest the progress that the President's Council on Sustainable Development has made in providing the framework for the advancement of sustainable development in the United States. Your leadership and persistent involvement in ensuring the American people embrace the goals of preserving the environment and promoting economic growth is widely recognized in the international community.

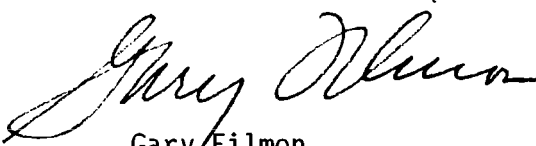
FEB 9 1994

pmh

As Hubert H. Humphrey once said, "the impersonal hand of government can never replace the helping hand of neighbours". In Manitoba, we realize that one of the best ways to achieve our goals is to work cooperatively on environmental and economic issues affecting our communities.

We look forward to a favourable reply.

Yours sincerely,

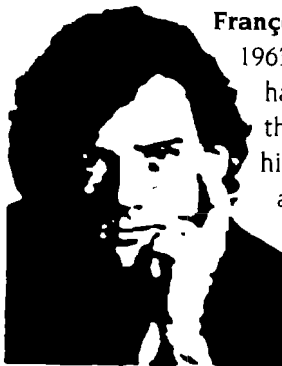


Gary Filmon

Thirty-Two Short Films About Glenn Gould

Pianist Glenn Gould had all the marks of genius -- blinding talent, a craving for perfection, and absolute bull-headedness. From his position at the heart of McLuhan-era Toronto, he single-handedly set a new standard for playing Bach, then retired from performance at the height of his success to explore the possibilities of recording. Impatient with the stiff traditions of the classical music world, Gould became increasingly absorbed in various media — mastering the intricacies of recording studios, creating radio documentaries, and preferring to conduct all interviews by telephone.

François Girard plunges directly into the storm of Gould's ideas, his music and his passions, adopting a restlessly original style to match his subject. Unfolding in 32 elegant, richly intelligent scenes, this is a film that Gould himself would admire. Co-scripters Girard and Don McKellar structure the film with a rare combination of playfulness and conceptual rigour. The camera moves with a beautiful, efficient grace. Actor Colm Feore completely inhabits the role, drawing us fully into the musician's universe — his thoughts on everything from technology to northern climates, his fondness for prescription drugs and above all his love for the tonalities of order. Still, through all his quirks and obsessions, Gould's music plays like an urgent reminder of the one thing that outlasts all eccentricity: his brilliance.



François Girard was born in Lac Saint-Jean, Québec in 1963. He studied communications in Montréal, and has been directing films and videos, usually about the performing arts, since 1983. In 1990 he directed his first feature film, *Cargo*. In 1991, *Le Dortoir*, an adaption of the play by Gilles Maheu and Montréal's renowned Carbone 14 company, won over 16 awards, including an International Emmy Award, prizes at the Chicago and San Francisco film festivals, and three awards at the Yorkton short film festival. Girard also directed several

music videos for Québécois artists, and commercials. Films include *Das Brunch* (83), *Human Scope* (84), *Le Train* (85), *Tango, Tango* (86), *Montréal Danse* (88), *Cargo* (90), *Le Dortoir* (91), *Le Jardin des Ombres* (93), and *Thirty Two Short Films About Glenn Gould* (93).



*The Ambassador of Canada
and Mrs. Chrétien*

request the pleasure of the company of

*Ms. McGinty and
guest*

*at dinner and film
on Tuesday, March 29*

at 7:00 p.m. - dinner o'clock

8:30 p.m. - film Informal

R. S. V. P.

(202) 682-7756

The Embassy of Canada

501 Pennsylvania Ave., N.W.

Parking in Embassy garage of "C" Street



Ecotrust

208-
4416
Cathy Townsend
Fax 208-4684

January 26, 1994

Kathleen McGinty
Office of Environmental Policy
Old Executive Office Bldg., Room 360
Washington, D.C. 20501

Ecosystems
Economics
Ethics

Dear Katie:

It was good to meet you finally at the President's Council on Sustainable Development dinner in Seattle. I was sorry you weren't able to visit Willapa, but the 20 Council and staff members who did were a great boost for the Willapa Alliance and the community. It was a productive visit.

Affiliated with
ervation
International

I am enclosing a copy of a letter from Rick Steiner to President Clinton suggesting he consider a major environmental address on March 24, 1994 on the fifth anniversary of the Exxon Valdez oil spill. We have been working with Rick in the Prince William Sound ecosystem for almost six years on a sustainable development initiative similar to the Willapa program. Rick has a canny sense of timing and instinctive sense of the policy implications of the oil spill and has been the central figure in the community since the spill. I hope you can help bring this idea to Vice President Gore and to the President.

I will be in Washington tomorrow if you would like to discuss this further.

With best wishes,

Sincerely,

Spencer B. Beebe
President

SBB:ons

Enc.

cc: Rick Steiner





Ecotrust

January 26, 1994

The Honorable Bruce Babbitt
Secretary of the Interior
1849 C Street NW
Washington, D.C. 20240

Ecosystems
Economics
Ethics

Dear Mr. Secretary:

It was good to see you at the President's Council on Sustainable Development meeting in Seattle. I was delighted you had a chance to hear from Dan'l Markham, the Executive Director of the Willapa Alliance, about the Willapa Bay program. Twenty members and staff of the Council visited Willapa on Saturday and it was a great boost to the communities.

Affiliated with
Creation
International

In addition to the Willapa Program, Ecotrust is promoting sustainable development initiatives in British Columbia and Alaska in other parts of the "rain forests of home." In Alaska we have been working in Prince William Sound and the Copper River Delta since shortly before the oil spill. In that connection, I wanted to support the suggestion of Rick Steiner to the President that he use the fifth anniversary of the oil spill--March 24, 1994, for a major address to the nation on the Administration's environmental achievements and agenda for the next three years.

I would be happy to be as helpful as possible if you and the President decide to move ahead on this.

With best wishes,

Sincerely,

Spencer B. Beebe
President

SBB:ons
Enc.

cc: George Frampton, Tom Tuchman, Molly Olson, Katie McGinty, Rick Steiner





UNIVERSITY OF ALASKA FAIRBANKS

Fairbanks, Alaska 99775-1080

January 23, 1994

TO: Max McClarty
Katie McGinty
Carol Browner
George Frampton

FR: Rick Steiner, Associate Professor

RE: request for presidential visit to Alaska on 5th anniversary
of the Exxon Valdez Oil Spill, March 24, 1994

As a follow up to my January 16 letter to the President, which you all should have received as well, I'd like to offer just a few more specific suggestions as to how the Clinton administration might appropriately acknowledge the upcoming 5th anniversary of the Exxon Valdez Oil Spill.

First and foremost, my read of the situation here is that a presidential visit is necessary in order to focus the national attention one last time on this spill, and then put it to rest. President Bush never came here during the spill, but instead sent Dan Quayle. This has always been looked at in the oil spill region as an indication that the Republican administration just didn't care. President Clinton has done a brilliant job of attending to disasters during his first year, and this would offer him the unique opportunity of attending to a disaster that did not happen on his watch but was never adequately addressed.

What seems to make sense here are two things - first, that the President come to Alaska to deliver his first major environmental policy address, and secondly, to provide some well planned photo-opportunities. On the first count, this would be a great chance for the administration to lay the law down that economic growth can and must be accomplished within the context of environmental protection. The President could even give a sort of 'State of the American Environment' address, to lay the groundwork for what has to be done over the next few years. This could cover wetlands, toxics, deforestation, solid waste, air, water, etc. The other part of this address could highlight what has been changed to improve oil spill prevention in U.S. waters, how we are now better prepared to respond to spills, how the Trustees Council has made an about-face and began spending Exxon settlement monies the right way -coastal habitat protection, ecosystem research, etc.

Clinton Administration officials
Page 2.

The most likely locations for this address would be Anchorage with it's ease of transportation, Valdez with it's name recognition, and Cordova with it's connection with Prince William Sound. In Anchorage, we are hosting an international conference on the 5th anniversary entitled:

"Prevention, Response, and Oversight 5 Years after the
Exxon Valdez Oil Spill"

We would, of course, make available any amount of time the President would want to address that conference. I would also be glad to discuss arrangements for Cordova or Valdez.

The second objective could best be accomplished by the President boarding a boat, which we can arrange, and visiting Bligh Reef, about 20 miles out of Valdez. He could toss flowers onto the water at Bligh Reef, an old maritime tradition to commemorate the death of a friend at sea. Then he could helicopter to a beach that is still oiled, and get a little oil on his gloved hand, to symbolize the fact that the area has not fully recovered. All this, of course, can be done without building a boardwalk as was done for Vice President Quayle.

Also, he could visit the Native village of Tatitlek or Chenega that were both turned upside-down by the spill. We'd be glad to arrange anything whatsoever.

Oh yes. At Bligh Reef, we could arrange a raft of commercial salmon boats, which are quite photogenic, for the President to hold a sort of 'maritime town meeting', the first of it's kind. This would give the administration it's first significant exposure on ocean issues and the economy.

That's all for now. I look forward to working with all of you on this. Thanks.



UNIVERSITY OF ALASKA FAIRBANKS

Fairbanks, Alaska 99775-1080

January 16, 1994

President Bill Clinton
The White House
1600 Pennsylvania Avenue
Washington, D.C. 20500

Dear President Clinton,

I would like to point out to you a tremendous opportunity to showcase the environmental policy and many accomplishments of your administration on behalf of the environment - the upcoming 5th anniversary of the Exxon Valdez Oil Spill in Alaska, which will occur March 24, 1994.

As you know, the Exxon Valdez Oil Spill was one of the most important environmental events in our nation's history. It became such a powerful, enduring symbol because it highlighted, in a rather extraordinary way, what we can expect to happen when an inept, inefficient, and uncaring government allows an inherently self-interested corporate culture to conduct it's business solely on it's own terms. What happened in this case was the despoliation of one of the finest marine areas in the world - Prince William Sound, Alaska.

The spill struck a chord that still resonates 5 years later through governments, industry, and the public across the world. The spill left in it's wake biological, social, and economic impacts unprecedented in any other oil spill in the world. It became, as writer John Keeble said, "a parable for our times".

For obvious reasons, the spill was never appropriately acknowledged by the Bush administration. It is time that the United States acknowledges exactly what happened here, what has been done about it, and what this event has meant to we as a nation of compassionate people. This acknowledgment can be done by no other person than yourself, as President of The United States, and can be done at no other time than the 5th anniversary of the spill. This is, truly, our last chance for some sort of redemption on this. Are we a nation that plans to care about these sort of things, or not?

My proposal is this - you come to Alaska to make a strong statement on the 5th anniversary of the spill on the necessity of conducting the administration's program of economic growth solidly within the context of environmental protection. This is certainly something that the environmental community, one of your greatest supporters, would welcome.

President Clinton
Page 2.

The next part of your statement could highlight the many accomplishments so far of your administration concerning environmental protection and clean up - your policies on clean air, clean water, wilderness protection, grazing rights, mining rights, energy conservation, the northwest forest issue, etc.

This could be your first major policy address on the environment, and that environmental protection creates jobs rather than costs jobs. A perfect example would be what has happened since the spill at Alyeska, the operator of the Trans-Alaska Pipeline. Hundreds of millions of dollars have been poured into environmental safeguards - spill prevention and response, terminal and pipeline safety, etc. Hundreds of jobs have come with this new focus of attention to the environment in which these oil companies operate. These are jobs that clearly should have been here since startup of the pipeline in 1977, but they weren't. And now they are.

The other very important aspect of all this is that Exxon continues to resist compensating the citizens of the oil impacted area. 5 days after the spill occurred, Exxon officials promised local citizens that they would be "made whole". 5 years later, Exxon's lawyers continue to pursue their client's financial interest above any and all previously expressed commitments to the people injured by the spill.

During the fishermen's protest in the tanker lanes last August, I personally asked Interior Secretary Babbitt to speak with you concerning this dilemma. As you know, his influence was pivotal in resolving the immediate issue of blockading the tanker lanes. He offered the administration's full support in forcing Exxon to the table to resolve the outstanding claims of fishermen, natives, and municipalities injured by the Oil Spill. A clear statement from you here in Alaska on the 5th anniversary asserting the severity of damage, clearly documented by over \$100 million worth of federal and state research, would fulfill this commitment.

Above all, it is time that we the people of the United States of America acknowledge that any true prosperity we seek will ultimately be based on a thriving natural environment. There is no other possibility.

I look forward to working with you on this.

Sincerely,



Rick Steiner, University of Alaska Marine Advisory Program, Cordova
907-424-3446
cc. Interior Secretary Babbitt

~~Cathy~~ - before I
regret - do you
have any interest?
If not - I'll just
call - let them
know. BATZ

3/17

(NO)

-CZ
3/17

Beth
any interest?
Ms. Chmy??

March 16, 1994

Ms. Katie McGinty
Deputy Assistant to the President
and
Director, White House Office on Environmental Policy
The White House
1600 Pennsylvania Ave., NW
Washington, DC 20500
456-6224/Fax 456-2710

Dear Ms. McGinty,

Attached is biographical background information on Mr. Luc Hens from Belgium who is participating in the International Visitor Program sponsored by the United States Information Agency. In addition to the biographical information, I have also summarized his program objectives for his visit to the United States.

Mr. Hens will be in Washington the week of March 28. Would it be possible for you or someone on your staff to meet with him at some point during his stay in Washington to discuss White House input, particularly coming from the Office of the Vice President, into the formulation of environmental policy, and some of the salient points of difference compared to environmental policy in the 80's?

If you could get back in touch with me at your convenience, I would appreciate it very much. Thank you for your consideration of this request.

Sincerely,

Marc Fallow

Marc Fallow
Program Officer

Withdrawal/Redaction Marker

Clinton Library

DOCUMENT NO. AND TYPE	SUBJECT/TITLE	DATE	RESTRICTION
001. resume	[Personally Identifiable Information] [partial] (1 page)	03/16/1994	b(6)

COLLECTION:

Clinton Presidential Records
Council on Environmental Quality
Kathleen "Katie" McGinty
OA/Box Number: 4313

FOLDER TITLE:

Regrets-March 1994 [2]

2012-0769-F

rs2968

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]

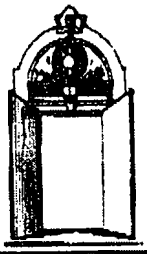
C. Closed in accordance with restrictions contained in donor's deed of gift.

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]



Meridian International Center

Programming Division

Biographic information on Mr. Luc HENS from Belgium who has been invited to the United States under the auspices of the International Visitor Program of the U.S. Information Agency (USIA). The visitor's program is being coordinated by Mr. Marc Fallow and Ms. Beth Wood.

March 26 - April 22, 1994

NAME:

Mr. Luc HENS

PRESENT POSITION:

Director, Department of Human Ecology, The Free University of Brussels

Member, Minaraad (Council of Environmental Advisors)

President, Bond Beter Leefmilieu (Non-Governmental Environmental Organization)

PREVIOUS POSITIONS:

Professor of Genetics, The Free University of Brussels

ACADEMIC BACKGROUND:

Ph.D., Sciences, The Free University of Brussels, 1981

Aggregation of Higher Secondary School Teaching, The Free University of Brussels, 1975

License in Biology (Zoology), The Free University of Brussels, 1974

PERSONAL DATA

Born:

(b)(6)

Marital Status:

Married

Dietary restrictions:

none; non-smoking

Preferred mailing address:
(office)

Vrije Universiteit Brussel
Menselijke Ecologie
Faculteit Geneeskunde en Farmacie
Laarbeeklaan 103, 1090 Brussel

(home)

Buntgrasstraat 33
1981 Zemst-Hofstade

Languages:

Dutch (native), English, French, and German

Previous Travel to the U.S.:

Summer 1978, Spent doing research in genetics at Princeton University

(OVER)

PUBLICATIONS:

Mr. Hens is a member of the Editorial Board of Environment and Pollution (scientific journal). He has published widely on genetics and issues dealing with human ecology.

MEMBERSHIPS:

Society for Human Ecology; Belgian Society for Cell Biology; Dutch Anthropogenetical Society; European Society for Human Genetics; Belgian Society for Mutagenesis; European Society of Human Reproduction and Embryology; International Federation for Medical and Biological Engineering; International Society for Research on Civilization, Diseases, and Environment; Dutch Society for Medical Environmental Sciences; Society for Environment and Health (Vice-President)

PROGRAM INTERESTS:

As the Director of the Department of Human Ecology of the Free University of Brussels, Professor Hens oversees multi-disciplinary post-graduate programs covering all aspects of environmental studies. He is interested in finding solutions to problems the world currently faces, and has therefore applied his scientific expertise in a pragmatic way through his presidency of The Bond Beter Leefmilieu (an umbrella organization of non-governmental organizations interested in environmental problems). He is also a member of The Minaraad, a policy advisory group serving the Flemish Regional Government and the Ministry of Environmental Affairs.

Environmental policy is particularly fragmented under Belgium's complex federalizing system. The only problems dealt with on a truly national level are radioactivity and environmental problems in the North Sea. Professor Hens feels strongly that the most creative and effective solutions to environmental problems can arise from the initiative of concerned citizens and private enterprise.

The visitor is eager to learn how the various levels of our federal system and the private sector, including citizens' actions groups such as The World Wildlife Fund and Greenpeace, interact to influence the policies not only of the government, but also of industries. He would like to visit innovative research units and teaching institutions with programs in human ecology and environmental studies.

Specific interests include the Dupont Corporation's research labs to discuss the development of replacements for CFC's, and university centers that are teaching and conducting research in human ecology, both to examine their programs, and to consider their institutions for a possible European-American student exchange network that Prof. Hens hopes to launch.

At some point during his travels around the country, he would like to visit a National Park to see some of America's best-preserved pristine areas and to meet with park service personnel to talk about the need to balance the right of visitors to use the parks and at the same time protect the delicate ecosystems that the visitors come to see.

Finally, he hopes to attend the Seventh Conference of the Society for Human Ecology taking place at Michigan State University in East Lansing April 21 - 24.

VERMONT LAW SCHOOL


 CHELSEA STREET
 SOUTH ROYALTON
 VERMONT 05068

 TEL. 802.763.8303
 FAX. 802.763.2663

*Keith -
do you
have any
interest in Beth*

FAX TRANSMITTAL COVER SHEET

FAX TO:

Beth Viola - White House office of Environ. Policy

FAX NUMBER:

202-456-2710

FROM:

Marcia A. B. Shumberg Environmental Law Society

DATE:

3/16/94

TIME:

2:14

Number of Pages Including Cover Sheet:

3

Message:

Beth - I also understand there are a few applicants from VLS for your internship position - If the person coming to the conference (assuming) wants a really packed day to make it worth their while to come up, the applicants could be interviewed on 3/25.

For confirmation, please call

3/18 - will meet



This is a personal fax,
 please sign and deliver to the Business Office.

Name:



ENVIRONMENTAL LAW SOCIETY

VERMONT LAW SCHOOL • SOUTH ROYALTON, VERMONT 05068

March 16, 1994

Beth Viola, Special Assistant
White House Office of Environmental Policy
VIA FACSIMILE: 202-456-2710

Dear Ms. Viola:

I understand Katie McGuinty is unable to attend our Fourth Annual Environmental Law Society Conference on March 25, 1994. As you requested, I am forwarding additional information about our conference in hopes you can find someone else in your office who would be interested in attending in Ms. McGuinty's place. Kevin Mills from EDF is speaking at our conference and suggested Keith Laughlin of your office would be an appropriate person for our conference.

Vermont Law School is a private law school and has recently be voted the top environmental law school in the country for the 4th year in a row by U.S. News and World Reports. The VLS-Environmental Law Center faculty include Martha Judy, director of Vermont's Superfund Project. The Project recently submitted comments for the CERCLA reauthorization. Another faculty member, Celia Campbell-Mohn recently received the Association of American Publishers Award for Best Law Book of the Year in the Professional and Scholarly Publishing Division for her treatise: Sustainable Environmental Law. The treatise recommends organizing environmental statutes and regulations by industrial sector. Mr. Patrick Parenteau, Director of the Environmental Law Center, is very experienced in the environmental and natural resources field and served as Special Counsel in connection with the Endangered Species Exemption Committee proceedings involving the Spotted Owl and old growth forests in the Pacific Northwest. In addition to attending our conference, someone from your office may wish to meet with these people, perhaps over lunch before the conference, to discuss issues your office is presently dealing with.

This year's Environmental Law Society conference is entitled "Fresh Approaches to Pollution Prevention". Featured speakers include Kevin Mills, Director of EDF's Pollution Prevention Alliance. He has been working with the Lithographic Printing business in the Great Lakes region to reduce the pollution across that industry. Hank Shilling, V.P. for Environmental Support at General Electric Capital's Global Project and Structured Finance Corporation will also be speaking at our conference. The conference will also include a panel discussion: Tom Burack, a private attorney who works with the New Hampshire Business and Industry Association's WasteCap "Business helping Business" program; Janet Milne, adjunct professor who is teaching an

environmental and tax policy course at VLS (we wanted to explore the use of taxation in pollution prevention); Rob Stewart, Exec. Dir. of Vermont Public Interest Research Group (VPIRG) an advocacy group who recently assisted in the passage of the Vermont Hazardous Waste Reduction and Toxics Use Reduction Act; and Gary Gulka, Chief of the Pollution Prevention Section (a non-regulatory agency) within the Vermont Dept. of Environmental Conservation. Mr. Gulka's office bridges the gap between governmental command and control and industry.

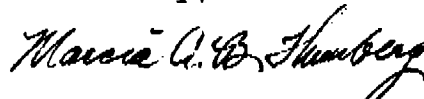
As you can see, our conference is lacking someone who can speak to the government's policy on pollution prevention. That is why we would like to have someone from your office in attendance as a featured speaker. Speaking time would be approximately 30 minutes, with follow-up questions from the audience lasting approximately 20 minutes.

Concerning any travel questions you may have, Vermont Law School is located just off Interstate 89, in South Royalton, Vt. The Lebanon International airport is 30 minutes south of VLS. Other airports are located in Burlington, Vt. (1 1/4 hours to our north on I-89) and in Manchester, NH (1 hr. 35 min. to our south off of I-93). We are just over 2 1/2 hours north of Boston.

If you have any further questions, I can be reached at (802) 763-8852. I can also be reached via the fax machine in our Dean's office (802) 763-2663.

Thank you again for your assistance with our request.

Sincerely,



Marcia A. B. Thunberg, Co-Chair
VLS-Environmental Law Society

m:MABT

Kathleen McGinty
Deputy Assistant to the President
Director, White House Office on Environmental Policy
Old Executive Office Building
Room 360
Washington, DC 20501

March 3, 1994

Dear Ms. McGinty,

Upon calling your office to schedule a meeting, one of your staffers suggested I send you the enclosed project description with a cover letter. I understand that a scheduler can place it in your briefing book, and you can then decide on the appropriateness of our getting together.

I am a video producer and editor from Malibu, California. I came to Washington for the Feb. 3 Global Structures Convocation. I stayed in town for the rest of the month and have now relocated to Manhattan for the next two weeks. I may be able to come back to Washington before I return West to attend the National Association of Broadcasters convention in Las Vegas, March 21.

The presentation I have enclosed describes the project I would like to discuss with you. In brief, I have completed first rough cuts of a seven part video series called *A Planetary Agenda: Real Causes and Cures of the Ecological Crisis*, based on footage shot at the Global Forum or People's Earth Summit in Rio de Janeiro in June, 1992. The focus throughout the programs is on positive alternatives, new options for public policy that can further both economic development and environmental restoration. The tapes' themes closely parallel Vice President Gore's book, *Earth in the Balance*, and he himself appears prominently several times. It is my view that presenting in an audio-visual rather than print mode information about how to change toward an eco-friendly society makes it easier to grasp by a wider audience.

Ask
Danielle

3/17
NO
HARRIS
FORNUT
O'DON

I think renewed political initiatives, for example, toward conversion of defense industries to alternative technologies, a crash program to make roof-top solar generators readily affordable, and government research to bring hydrogen fuel cells rapidly on line, could strengthen the public impression of the Clinton Administration being boldly innovative in leading America to summon the courage to change.

The President can re-excite the citizenry and avoid further setbacks in the upcoming fall elections by delivering a coherent plan to move the U.S. economy in a new environmentally sound direction. Such a thrust can help revive the idealism and widespread support of the victorious 1992 campaign.

If you can find time to meet with me while I am still on the East Coast, I would appreciate it. My home machine at (310)456-5809 is probably the best way to contact me during this period. I call into it frequently. Thank you for taking the time to read over my material.

Yours,

David Lionel

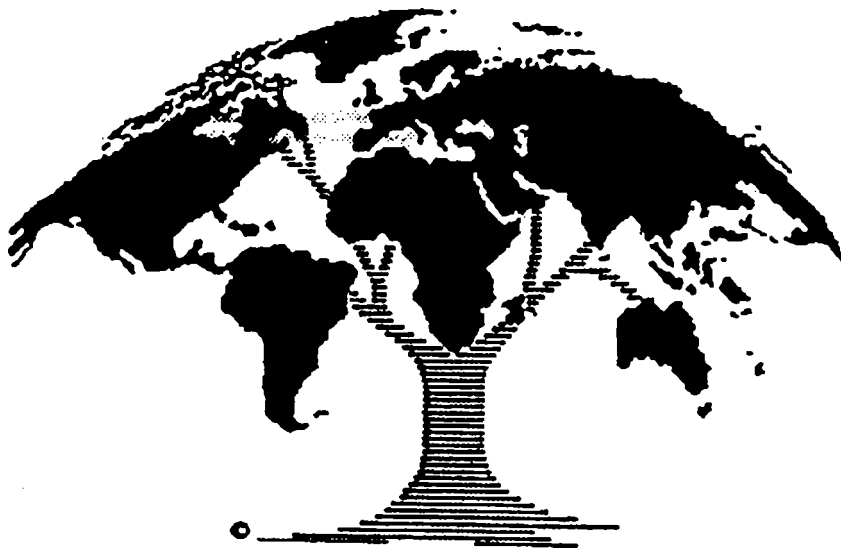
David Lionel, President
Lionel Television Productions
3329 Brookside Drive
Malibu, CA 90265
(310)456-5809, FAX (310)456-5800

Enclosures:

A Planetary Agenda Project Description
Lionel Video Publishing Tapes (Xerox of flyer)

A Planetary Agenda

*Real Causes and Cures
of the
Ecological Crisis*



A Multi-Part Series for National and International
Television Broadcast
Educational Markets
Home Video Distribution

David Lionel, Mary Marvin Porter, Co-Producers
LIONEL VIDEO
3329 Brookside Drive • Malibu, CA 90265
(310) 456-5809, FAX (310) 456-5800

To Save the Earth . . .

Delegations from every country met at the Earth Summit in Rio de Janeiro, Brazil, in June, 1992.

Their purpose: to chart a more ecologically sustainable course of development for the planet.

During the same two week period, environmentalists and citizen activists from around the globe also gathered in Rio at a *People's* Earth Summit to share ideas, establish alliances, and propose strategies for the future.

A Project in Progress . . .

Lionel Video has drawn from more than one hundred hours of footage shot at the People's Earth Summit to assemble a multi-part series revealing *real* causes and cures of the global environmental crisis.

Appearing in the programs are such eco-heroes as *Al Gore, Helen Caldicott, the Dalai Lama, Jerry Brown, David Brower, and Wangari Maathai.* They attest to the need to change the current model of development and to empower local communities to control their economic destinies.

The series also features generous samplings from the world music and dance performances at the event, including those by *John Denver, Olivia Newton-John* and *Paul Winter*, all against the exciting backdrop of Rio.

A Planetary Agenda

Real Causes and Cures of the Ecological Crisis

Background:

In June, 1992, delegations from all the nations of the world, including over one hundred heads of state, came to Rio de Janeiro, Brazil, to sign a series of agreements intended to shift the planet to a more environmentally sustainable mode of development. This *United Nations Conference on Environment and Development (UNCED)*, better known as the "Earth Summit," received widespread media attention, especially how former U.S. President George Bush opposed any substantial changes in economic policy.



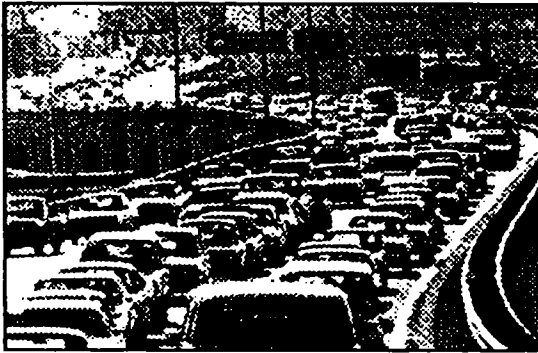
Virtually unreported by the establishment press, though fully documented by our production teams, was an equally historic parallel gathering which occurred simultaneously in Rio, called the '92 Global Forum or the *People's Earth Summit*. Here, leading-edge environmental thinkers and activists from all over the globe converged to share experiences, establish connections, and chart a course for future citizen action.

At this multi-cultural event, seven different video crews, shooting on Hi8, captured over 120 hours of speeches, interviews, exhibits, music, dance, ceremonies, and interactions between members of social movements from all over the planet. Electrifying audiences were such notable authorities as *Al Gore, Helen Caldicott, Jerry Brown, the Dalai Lama, David Brower, and Wangari Maathai*. International musical and dance performances, including songs from *John Denver, Olivia Newton-John, and Paul Winter*, took place against the light and color of thrilling Rio.

Lionel Video has distilled the essence of the extensive footage shot at this extraordinary happening, turning the viewer into a full participant. For everyone who dreamed of going but could not make the trip, or for those who glimpsed a few minutes of the U.N. Conference on T.V. and wondered what it was really all about, this series provides the next best thing to having been there in person.

Project Format:

A Planetary Agenda: Real Causes and Cures of the Ecological Crisis consists of seven half-hour programs designed for television, educational, and home



video distribution worldwide. This series presents a comprehensive exposition of the actual causes of the destruction of the biosphere and clearly depicts a coherent plan to save humanity. Much of the information will come as a revelation even to knowledgeable activists. Yet these programs are readily understandable to people of all ages and ethnic backgrounds.

Each show rivets the attention and genuinely enlightens viewers as to what needs to be done. All evoke a firm resolve to get involved in bringing about the transformation of our civilization.

At under thirty minutes each, the individual programs are ideally suited for high school and college instruction and will easily package as a series for home video, libraries, and other media outlets. The D-2 master tapes will be edited to facilitate international translation and dissemination.

For educational and consumer release, accompanying materials will detail the status of the world's environment, and what each of us can do individually and collectively to help. Included will be questions for group discussion and references for further information. These supplemental enclosures will enhance the perceived value of the programs as a learning and motivational tool.

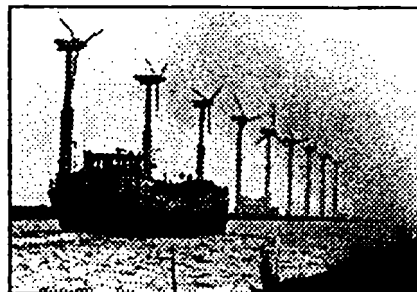
The first five of the shows have been rough cut to approximately one hour each. The last two have edit outlines and await exact edit decision lists and off-line editing. Final rough cuts, plus celebrity on-camera introductions, conclusions, and voiceovers, will be completed upon securing adequate funding.



Program Synopses:

I. THE PEOPLE'S EARTH SUMMIT

Representatives of native peoples, women, youth, non-governmental organizations, and local communities call for their greater participation and control over development projects that directly affect them. Major environmentalists urge energy conservation and conversion to renewable sources like solar and wind as the least destructive, most cost-effective, and decentralized ways to generate electric power.



II. GAIA: OUR ONLY HOME

Many say we only have eight years to prevent the collapse of earth's biological systems. Authorities describe the devastating consequences of World Bank-financed projects like big dams. Governments' need for cash to repay interest on the resulting huge debts also leads to excessive exploitation of natural resources. Several alternatives emerge, including cancellation of all Third World debt, in consideration of the North's ecological damage to the South. The Dalai Lama encourages a universal environmental ethic of mutual responsibility – each of us caring for the whole.

III. THE GLOBAL ECONOMY

The industrialized nations' patterns of consumption are the main cause of global ecological ruin. Rating countries by the size of their Gross National Product (GNP) results in devaluation of the environment. We need instead to use a Quality of Life index. Transnational corporations have moved into a position of virtual control over the economies of a large proportion of the world's countries. They are also neutralizing national environmental regulations by labeling them "restraints on free trade." Economic growth now produces mostly profits for corporations, wealth for the upper classes, and devastation for the environment. To eradicate poverty, society must guarantee every resident a minimum level of food, clothing, shelter, health care, and education. We can reduce overpopulation most quickly and affordably by increasing women's literacy. Truly "sustainable" development will require a new economic model.



IV. THE VOICE OF THE EARTH

While preaching to governments in the South that they should protect their rainforests, Northern countries continue to clearcut their own remaining old growth trees. Most hard hit by the onrush of technological progress have been indigenous peoples. Yet they model a strong ethical stance of living in balance with and caring for the Earth which our civilization must adopt if we are to survive. Widespread support came for establishing an Earth Restoration Corps to engage the youth of the world in a vast campaign to heal the environment.



V. WORLD CITIZENSHIP

The nations of the world continue to spend \$1 trillion a year on the military, despite the end of the Cold War. This money could serve for defense of the environment. But until there is a global system of security that enables nations to feel safe from invasion, the arms race will continue. The Dalai Lama proposes a world police force that can intervene to stop hostilities within and between countries. Nation states are obsolete in the age of instant global telecommunications, yet the United Nations represent only national governments. It could become more democratic by adding a popularly elected People's Congress. To function adequately, the U.N. also needs taxing power in order to raise revenue. To protect the earth, a World Court of Justice for the Environment should be created that can fine corporations and prosecute individuals responsible for damaging ecosystems.

VI. THE CITY OF THE FUTURE

The single most harmful element of modern urban life is its dependence on the automobile. Making drivers pay the true costs of car usage would help change this pattern. We should design our neighborhoods to favor the pedestrian over the automobile, along with supporting urban gardens and massive tree planting programs. America can either continue to lead the world down a superhighway headed over the cliff or change course and be in the forefront of creating the eco-cities of the future.



VII. EARTH HARMONY

Only informed citizen pressure can induce national governments to stop subsidizing agribusiness, and to instead support organic farming by such measures as taxing the use of petrochemical fertilizers and pesticides. Conscious communities like Auroville in southern India and Findhorn in northern Scotland point the way to an integrated social model in harmony with nature. Individually and as societies, we must preserve and plant trees, use renewable energy sources in place of fossil fuels, and convert to non-toxic manufacturing processes.

Celebrity Involvement:

Celebrity participation in projects automatically broadens their appeal. Well-known host personalities add credibility and attract many more viewers – they are key to making the series broadcastable. Their involvement will also dramatically enhance the ultimate marketability of the home video programs.

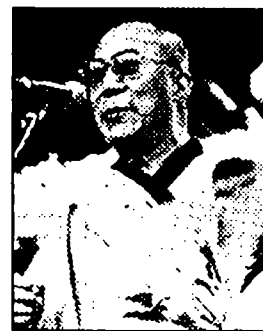


We are approaching celebrities who were actually in Rio, followed by those with an ongoing concern for the environment. These familiar name and faces will provide a hook for promotion and packaging to augment the authorities featured in the programs, who may be less well-known to the public. Those who personally attended the event include John Denver, Olivia Newton-John,

Edward James Olmos, Shirley McLaine, Roger Moore, and Bianca Jagger. Performers like Dennis Weaver, Ted Danson, Mike Farrell, Ed Begley, Jr., and Casey Kasem have long been identified with environmental causes. The producers have routes of contact to all of these entertainers.

Performers will present brief on-camera opens and closes to shows as well as narrate the voiceovers. The personalities will pick programs that especially correspond to their individual interests. They can include references to the tape they have chosen as part of their on-going cause work and in public speaking engagements.

For example, Harrison Ford and Richard Gere have shown an interest in the Dalai Lama, who appears in two shows in the series. We have produced a fifteen minute promotional tape focusing on the Dalai Lama's participation at the Earth Summit, which includes a global ecological strategy for restoring him to power in Tibet. The video has been sent to these movie stars, plus George Lucas, clothier Fred Segal, and natural food manufacturer Al Jacobson.



Distinctive Aesthetic:

A Planetary Agenda derives from the work of operationally independent production teams, giving an unusual breadth to the coverage. The shooting involved no single point of view. The recorded dances, speeches, rites, demonstrations, and reactions of the attendees were unrehearsed.



Not being a staged production using expensive cameras and artificial lights, the taping captures a grass roots perspective, what it felt like to be there on the ground. This gives the footage an extraordinary presence, an unmediated realness which puts the viewer up close and natural.

These distinctive aesthetics make the programs especially believable. Everything comes directly from the participants' heart, mind, and soul, with only one purpose: to help steer a better course for our planet.

At Global Forum '92, world music abounded. Permeating the festival grounds was the infectious beat of groups performing *capoeira*, a Latin martial arts dance form. Snaking through the walkways were

Carnaval samba bands and processions of children led by street musicians. Tribal dances from the heart of the Amazon rainforest alternated with the deep-throated, haunting drone of a didgeridoo conjuring up the Australian outback.

Target Audiences:

There are four primary targeted sets of viewers for these programs:

- 1) General audiences, 80% of whom consider themselves "environmentalists." They will tune in to gain a new understanding of why their air and water are no longer fit for intake and toxic dumps continue to be sited nearby.
- 2) Ecologically concerned organizations and individuals
- 3) High school and college students taking courses in social and environmental studies
- 4) Policy makers, politicians, entrepreneurs, and corporate personnel

Distribution:

Background: Television and non-theatrical are the two primary distribution avenues we envision for the programs. We aim to place this series on one of the major cable networks, such as TBS or the Learning Channel. Non-broadcast markets includes schools and colleges, libraries, media resource centers, and home video.

The producers are currently in the process of obtaining Letters of Interest in support of these shows from non-theatrical distributors and television acquisition programmers. This process lays the groundwork for future negotiations and introduces the project enough in advance of its completion to incorporate interested parties' suggestions and expertise. The series is best shaped with a specific audience profile in mind.

Strategy: As the programs near completion, the producers will reapproach broadcasters and distributors to begin securing firm commitments.

From television outlets, we are looking for extensive cross-promotion to create a community forum for the provocative ideas the programs present, solid promotion of a favorable time slot with frequent rebroadcasts, and a reasonable licensing fee to repay the producers for their donated time and equipment. We expect especially high receptivity for this kind of programming in *international* television markets, where a tradition of informational programming is well established.

As for a distributor, we need to find a company that is enthusiastic about the subject matter, can reach wide targeted audiences, will actively promote the series, and offers an equitable royalty arrangement. Letters of Interest from potential distributors are located in the appendix of this presentation.

Marketing and Promotion:

One strength of a project on ecology and world order is that there are several built-in promotional venues and extant networks ready to support the cause. Organizations such as Earth Island Institute, the Sierra Club, Rainforest Action Network, and Greenpeace can be solicited to promote the on-air screening of the program series. They can review the tapes, do feature articles for in-house publications, and adapt press releases promoting use of the video series for group consciousness raising, home study courses, and personal education. We will hold screenings and discussion sessions sponsored by citizen groups, participate in forums and conventions, secure mailing lists for direct mail campaigns, and encourage grass roots organizations to use these programs to further their work towards a healthier planet.



In addition, national publications such as newspapers, magazines, and journals will be contacted to provide coverage of the series' availability and content. Acceptance of the programs by a major television network, along with an active distributor, will raise the level of public awareness. Producer David Lionel will embark on a national speaker's tour, doing evening and weekend seminars at colleges and community organizations on how people can effectively serve the environment.

World Community Gains:

- Widens the scope of public discourse on the measures necessary to actually restore the environment
- Refocuses the dialogue between environmental and political leaders regarding the need for new definitions of economic success and changed policy priorities
- Inspires reevaluation of the global economy beyond strictly monetary criteria in favor of planetary management
- Reframes responsibility for ecological devastation from the personal to the collective and from individuals to corporations
- Presents clear alternative programs for social, economic, and political development
- Provides a current, politically relevant, and action-oriented course of study for high schools, colleges, and environmentally concerned citizens
- Charts a strategy for mobilizing mass public support for new government and individual policy directions



Benefits of Sponsorship:

- Sponsorship recognition at the beginning and end of the programs
- Logo and credit on video boxes, educational/teacher guides, and advertising, publicity, and promotional materials
- Direct association with and positive name recognition in support of national organizations defending the environment and promoting progressive change and a global perspective
- VIP invitations to screenings and special events

Budget:

With production completed, excepting the host wrap-arounds, the post-production budget is \$115,000. This will complete on-camera celebrity introductions and voiceovers plus off-line and on-line editing of the series. Lionel Video has invested on a deferred basis over \$25,000 to date in cash, labor, and equipment for pre-production, production, and rough cuts of five of the seven programs. Sponsorship is currently being sought from individual donors, grant-making foundations, and socially responsible corporations.

Completion Schedule:

Spring/Summer, 1994	Do final scripting, complete tape transfers, research and secure stock footage, and refine rough edits
Summer/Fall, 1994	Shoot celebrity wraparounds, record voiceovers, do final off-line editing, on-line edit program elements to 3/4 SP, master edit with effects to D-2, prepare English language and international versions, place with television outlets, plan and develop publicity, promotion, and marketing campaigns
Winter/Spring, 1994-5	Television release, community screenings, national publicity, promotion, distribution, and marketing implementation



10635 Santa Monica Blvd., Los Angeles, CA 90025-4900

DAVID -
NO PREMISES BUT
WE'LL LOOK WHEN
THEY'RE FINISHED.

Any

Lionel Television Productions
3329 Brookside Drive
Malibu, CA 90265

Dear Mr. Lionel,

Thank you for your letter regarding A Planetary Agenda, The Real Causes and Cures of the Ecological Crisis. We feel this is an important and timely issue and your tapes should attract a wide audience in the television, home video, and educational markets. Therefore, we would like to express our interest in securing rights for distribution and would appreciate seeing a preview video of the series.

Our company carries a full line of special interest titles. We are well represented in video stores, bookstores, schools, and libraries. We specialize in providing producers with an aggressive, individualized marketing approach designed to maximize each title's potential through exposure at major trade shows and in our direct mail catalogue campaigns.

Thank you for giving us the opportunity to consider your project. We look forward to reviewing the finished programs whenever they are ready.

Yours sincerely,

A handwritten signature in dark ink, appearing to read "Anya".

Signature
Director of Acquisitions



12801 Schabarum Ave. • P.O. Box 7878 • Irwindale, California 91706-7878 • (818) 338-7878 • FAX (818) 814-2672

January 31, 1994

Lionel Television Productions
3329 Brookside Drive
Malibu, CA 90265

Dear Mr. Lionel,

Thank you for your letter regarding A Planetary Agenda, The Real Causes and Cures of the Ecological Crisis. We feel this is an important and timely issue and your tapes should attract a wide audience in the television, home video, and educational markets. Therefore, we would like to express our interest in securing rights for distribution and would appreciate seeing a preview video of the series.

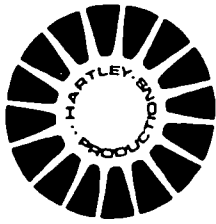
Our company carries a full line of special interest titles. We are well represented in video stores, bookstores, schools, and libraries. We specialize in providing producers with an aggressive, individualized marketing approach designed to maximize each title's potential through exposure at major trade shows and in our direct mail catalogue campaigns.

Thank you for giving us the opportunity to consider your project. We look forward to reviewing the finished programs whenever they are ready.

Yours sincerely,

A handwritten signature in cursive script, appearing to read 'George Holland'.

George Holland
V.P./Product Development



FILMS FOR A NEW AGE

January 3, 1994

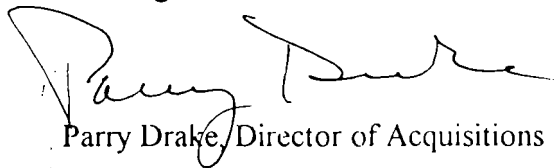
David Lionel, President
Lionel Television Productions
3329 Brookside Drive
Malibu, CA 90265

Dear Mr. Lionel:

Thank you for your letter regarding A Planetary Agenda, The Real Causes and Cures of the Ecological Crisis. We feel this is an important and timely issue and your tapes should attract a wide audience in the television, home video, and educational markets. Our market is primarily college classes in the humanities, psychology, philosophy, and religion.

We would like to express our interest in securing rights for distribution and would appreciate seeing a preview video of the series. Thank you for giving us the opportunity to consider your project. We look forward to reviewing the finished programs whenever they are ready.

Best regards,



Parry Drake, Director of Acquisitions

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Sony Pictures Entertainment
cordially invites
Ms. Katie McGinty and guest
to join them for
a buffet dinner and private screening
of
the upcoming TriStar Pictures release
GUARDING TESS
Tuesday, March fifteenth
6:30 p.m.
Motion Picture Association of America
1600 Eye Street, N.W.

RSVP by March //
to Office of Jim Free
202/393-1017

Parking available
in MPAA underground
garage

THIS INVITATION IS NOT TRANSFERABLE

3/15

*Note - you will
be in San Antonio
that day*

*All of
transferable
from to
Someone else
Office*

oh!

Beth

McGinty Scheduling Request

Date:

2-8-94

Urgent/Time sensitive ☐

Blank ☐ Doniger ☐ Chupka ☐ Zoi ☐ Laughlin ☐

Johnson ☒ Stelle ☐ Other ☐

Regret ☐ Accept ☐ Not a priority ☐

Alternates: _____

Comments:

Any thoughts?

I think no - Beth

NO

3/14

January 24, 1994

MEMORANDUM FOR KATIE MCGINTY

FROM: AMY ZISOOK *AZ*

SUBJECT: AMERICAN COUNCIL OF INDEPENDENT LABORATORIES

We don't have any particular connection to this group.

It's completely up to you whether or not this is something you want to do!

cc: Steve Hilton

*2/19 - 12:50P
Anita Diamond
replied*

January 13, 1994

Ms. Amy Zisook
Special Assistant to the President
for Public Liaison
The White House
Washington, D.C. 20500

Dear Amy:

It was a pleasure speaking with you this morning about securing Kathleen McGinty as a speaker during our Sixth Annual Public Affairs Conference.

Specifically, we would like Ms. McGinty to share the administration's environmental vision with our environmental laboratory members during an hour-long workshop on Monday afternoon, March 14, 1994 beginning at 1:30 pm. Enclosed is a draft of the promotional program for the conference.

ACIL is the national trade association of third-party, commercial scientific testing and engineering companies. ACIL provides advocacy and education for nearly 500 member companies who operate over 1500 branches. Our 1992 Annual Report is enclosed along with other information about ACIL.

The ACIL Public Affairs Conference gathers approximately 100 industry wide representatives to talk about legislative and regulatory policy impacting independent testing firms. The highlights of the 1994 program include a general session entitled, "Science and the Procurement Process," which brings together government agencies to discuss the importance of "good science" in the regulatory process. The general session will be followed by a luncheon to which Senator John D. Rockefeller (D-W.Va.) has been invited. He plans on sharing his predictions for health care reform and the National Competitiveness Act. In the afternoon the group will breakout into topic specific workshops, including the one Ms. McGinty has been asked to participate in.

Ms. McGinty's presence throughout the Monday program and during our evening reception, which begins at 5:30 p.m., would be most welcomed. In the evening, the ACIL Washington reception brings together individuals from our member companies, related industries, and the policy making community to socialize and discuss issues of mutual interest.

Please do not hesitate to call if you have any questions.

Sincerely,


Milton M. Bush, JD, CAE
Director of Public Affairs

enclosures

American Council of Independent Laboratories, Inc.

1629 K Street, N.W.

Washington, D.C. 20006

(202) 887-5872

FAX: (202) 887-0021



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CHEMICAL SPECIALTIES MANUFACTURERS ASSOCIATION

PRESIDENT
RALPH ENGEL

January 24, 1994

Ms. Katie McGinty
Deputy Assistant to the President
Director of the White House Office on Environmental Policy
Old Executive Office Building
Room 360
Washington, D.C. 20501

Dear Ms. McGinty:

On March 9, 1994, the Chemical Specialties Manufacturers Association (CSMA) will hold its annual Government Affairs Conference at the Washington Marriott Hotel. The morning session of the one-day conference is designed to provide a forum for CSMA's members to hear the views and ask questions of the heads of various federal regulatory agencies which affect their businesses. The conference has been well received by both our members and the invited speakers over the years as a way of providing a meaningful exchange of ideas and establishing a mutually beneficial dialogue between key figures of industry and leaders in government.

Our membership consists essentially of the manufacturers and formulators of chemical specialty products for household, industrial and institutional use. Our members' product lines include pesticide and antimicrobial products, detergents and cleaners, polishes, waxes and floor maintenance products, and automotive specialty products. Conference attendees will include upper-level executives who constitute our Board of Directors as well as vice presidents and managers of regulatory affairs of member companies. We anticipate that more than 100 members will attend.

We cordially invite you to speak at this year's conference. As Director of the White House Office on Environmental Policy, our members would be especially interested in the Administration's view on regulatory reform, Executive Order 12866 - Regulatory Planning and Review, Executive Order 12873 - Federal Acquisition, Recycling and Waste Prevention, and industry's role in stimulating the economy.

*K.M. -
what do
you think
reper.*

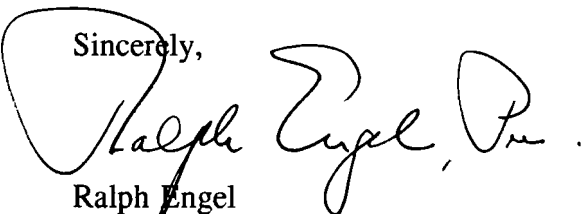
*2/7-94
Shanno*

Three speakers will be scheduled: at 9:00, 9:45 and 11:00 a.m. If you are available to participate in the conference, we would appreciate an address of 20-30 minutes, followed by a 10-15 minute question-and-answer session. The time slot for your presentation will be chosen to accommodate your schedule.

In conjunction with the Government Affairs Conference, CSMA hosts a Leadership Reception on Capitol Hill that evening to provide our members with the opportunity to meet and discuss concerns of mutual interest with the elected representatives and federal regulatory personnel. You are cordially invited to attend this reception, and will receive, under separate cover, a formal invitation to this event.

We are hopeful that you will be able to participate in the conference and look forward to your presentation. Please contact us at your earliest convenience so that we can make appropriate arrangements.

Sincerely,



Ralph Engel
President

66224



AMERICAN ASSOCIATION OF ENGINEERING SOCIETIES
1111 NINETEENTH STREET, N.W. • SUITE 608 • WASHINGTON, DC 20036-3690
(202) 296-2237 • FAX (202) 296-1151

Beth
Thomson
Sue
+662266

AAES fax number: (202) 296-1151

FAX= 393-6504

358

3/2

TO: Sue Vogelsinger

FROM: Harry & Kathy Tollen

DATE: 1/25/94

4 Pages, including this cover sheet

Thanks for any help or information you
can give us!

If there are any problems with this fax transmission,
please call AAES at (202) 296-2237.

AAES



AMERICAN ASSOCIATION OF ENGINEERING SOCIETIES

January 25, 1993

Ms. Beth Viola
Office of Environmental Policy
360 OEOB
The White House
Washington, D.C. 20500

Dear Ms. Viola:

The following is a fax transmission of a letter which the Chair of the American Association of Engineering Societies (AAES), Mr. Ernest Daman, sent to Ms. McGinty on December 30, 1993, inviting her to address the annual Government Affairs Conference of the AAES on the morning of March 2, 1994.

In order to finalize the program, we would appreciate your help in ascertaining whether Ms. McGinty can participate in this important conference, which draws together the leadership of the U.S. engineering community. As Mr. Daman's letter indicates, the theme of the 1994 conference will be "U.S. Technological Competitiveness and Sustainable Development." One of the other speakers will be Mr. David Buzzelli, Co-chair of the President's Council on Sustainable Development. Another will be Dr. Arati Prabhakar, Director of the National Institute of Standards and Technology in the Commerce Department.

We hope that Ms. McGinty can accept AAES' invitation and look forward to a favorable response. Thank you for your assistance.

Sincerely,

Harry M. Tollerton
Director, International Affairs



AMERICAN
ASSOCIATION OF
ENGINEERING
SOCIETIES

ERNEST L. DAMAN
1993 CHAIR

MEMBER SOCIETIES
AMERICAN ACADEMY OF
ENVIRONMENTAL ENGINEERS
AMERICAN INDIAN SCIENCE
& ENGINEERING SOCIETY
AMERICAN INSTITUTE OF
CHEMICAL ENGINEERS
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ENGINEERS
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AMERICAN SOCIETY FOR
ENGINEERING EDUCATION
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AGRICULTURAL ENGINEERS
AMERICAN SOCIETY OF
CIVIL ENGINEERS
AMERICAN SOCIETY OF
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ELECTRONICS ENGINEERS
NATIONAL INSTITUTE OF
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1111 NINETEENTH STREET, N.W.
SUITE 608
WASHINGTON, D.C. 20036-3690
(202) 296-2237
(202) 296-1151 (FAX)

December 30, 1993

Ms. Kathleen McGinty
Deputy Assistant to the President &
Director, Office of Environmental Policy
360 OEOB
The White House
Washington, D.C. 20500

Dear Ms. McGinty:

On behalf of the more than 800,000 members of the American Association of Engineering Societies (AAES), I am pleased to invite you to address the annual Government Affairs Conference of the AAES on the morning of March 2, 1994, in Washington, DC. The theme of the 1994 conference is U.S. Technological Competitiveness and Sustainable Development.

Conference attendees will be particularly interested in your perspective as the President's advisor on environmental issues on the evolution of environmental policy and sustainable development in the Clinton Administration.

AAES is currently very active in the effort to help promote and define sustainable development through the work of its Task Force on Sustainable Development, and has initiated contacts with President Clinton's Council on Sustainable Development.

AAES is a multidisciplinary organization that is now composed of 28 engineering and scientific societies dedicated to advancing the knowledge, understanding, and practice of engineering. The National Academy of Engineering recently joined our board as an advisor/observer.

We expect an audience of 200-250 persons, including the leadership of the U.S. engineering community, academic leaders, government employees, diplomatic corps attaches, and corporate representatives. We have allowed approximately 40 minutes for your presentation and for questions. If you can accept this invitation, we would be pleased to work with you and your staff to determine a convenient time in the morning for your address.

If your schedule permits we would be delighted to have you join us for the conference luncheon, which will take place between noon and 1:30 p.m.

Please respond to this invitation by January 20th so that we complete our program arrangements. You may contact Kathy Tollerton, Director, Public Affairs, or Brian Dougherty, Manager, Government Relations, by phone (202-296-2237) or by fax (202-296-1151) at the AAES office.

Enclosed is a preview of the 1993 conference program, the AAES information kit, and our 1993 Public Policies and Priorities brochure. We have also included the AAES statement on The Role of the Engineer in Sustainable Development and two papers that the AAES Board recently approved on this subject: New Environmental-Economic Measures and Analysis and Expanded Multidisciplinary Partnerships.

Thank you very much for your consideration. We look forward to your favorable response.

Best wishes for 1994.

Sincerely,



Ernest Daman

Enclosures



January 27, 1994

6352 Rolling Mill Place
Suite #102
Springfield, VA 22152-2354
Telephone: 703-866-0020
Fax: 703-866-3526

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Jet Propulsion Laboratory

Ms. Katie McGinty, Esq.
Special Asst. to the President
Old Executive Office Bldg.
Room 360
Washington, DC 20503

Dear Ms. McGinty,

The American Astronautical Society is sponsoring its 32nd Goddard Memorial Symposium on March 1-2, 1994 at the Hyatt Regency Hotel, in Crystal City, Virginia. We have chosen "Civil Space in the Clinton Era" as the theme for the symposium. The objective is to stimulate discussions on what the space program should be, what its impacts are in terms of a National Strategic Plan for space and to look at the implications of the regulatory process on the space program.

We are honored that Congressman Alan B. Mollohan, D-WV, will serve as General Chairman for the Symposium and the invited keynote speaker is Senator Barbara A. Mikulski, D-MD. Norman R. Augustine, Chairman and CEO of Martin Marietta Corporation, will deliver the luncheon address on March 1; Congressman George E. Brown, D-CA, will deliver the luncheon address, March 2; and Congressman Norman Mineta, D-CA, will be the Plenary Speaker on day two. A copy of the final program is enclosed with registration information on the technical sessions and luncheons.

We cordially invite you to attend the reception on Tuesday evening, March 1, as a guest of the Society. This reception will be held at the Hyatt Regency from 5:00 to 7:00 p.m. This will be an excellent opportunity to meet with your peers, both national and international, for informal discussions, as well as symposium presenters. In addition, several educational organizations will have table top displays and a special AAS 40th Anniversary event will be held.

The reception meets the Standards of Ethical Conduct for Employees of the Executive Branch, and the Standards of Participation by DoD personnel under DoD Instruction 5410.20 and DoD Standards of Conduct Directive 5500.7.

Please RSVP for this reception to the AAS office, (703) 866-0020 by Friday, February 25, 1994.

Sincerely,

Ashok Deshmukh

Ashok Deshmukh
President
American Astronautical Society

Enclosure

2/1-2



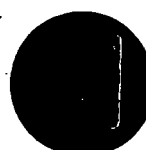
*Shirley
we forward
this*

*Katie - are
you interested?
Should I forward
to OSTP?*

2/17 mg



~~AKM~~
~~AKAD~~
AD-



3/2/94

Beth,

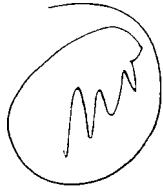
Hope that this informality is ok. I'll be in D.C. until Friday noon. If Katie would like to meet, I can do it tomorrow or Friday morning. Otherwise, let me know if Katie would like any information updating the technical assistance program, let me know and I can provide them from here or Moscow. I can be reached at 736-4400 or 835-1457. Much thanks.

Michele Brown
USAID/Moscow

unable
to do time
d/c / conflicts

3/1
6-8P. 1

You Are Invited to a
CONGRESSIONAL RECEPTION
In the Rayburn House Office Building
Room 2172
March 1, 1994
6:00 - 8:00 p.m.



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RSVP (202) 546-2200

Hosted by
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March 1, 1994

BY FACSIMILE: 202/456-2710
Page 1 of 1 page.

Ms. Katie McGinty
Director, Office on Environmental Policy
The White House
Washington, D.C.

Dear Katie:

I am aware you have been invited by Renew America, the group which has for years recognized and encouraged grass-roots environmental effort, to be the keynote speaker at their March 20 announcement of an expanded program of awards.

Renew America now will embrace the recognition of sustainable development as an important focus for conservation and environmental effort. This is entirely consistent with the Administration's intent and therefore this would be an excellent opportunity to reinforce the President's interest in sustainable development. I encourage you to consider taking advantage of this offer.

I have been aware of --and have helped encourage-- Renew America's work for several years and know the organization to have an entirely non-partisan interest in encouraging and advancing the average citizen's efforts to improve the environment at the grass-roots level.

It was great to see you at Airlie House this week-end. That was an exciting and productive time and I was delighted to be able to watch it unfold.

Sincerely,

Lynn A. Greenwalt
Vice President
International Affairs

Gift - we have already regretted. Do you think I should call them and let her know we have a project?

It's a him, no. but maybe and

Don't explain. You can't explain. Scott - Conflict

THE WHITE HOUSE
WASHINGTON

Brian

82 =

Do you (or KM) want
to do a San Francisco
trip late march?

Here are two events on 18th,
that we'd ~~be~~ regret other-
wise. ① Exports ② Greening

let's talk
about these. ~~maybe~~
but what are the
other, perhaps
more widely-
attended, for?
Do you think they
could pay?
82
2/14



Beth
Brian - 1/5
What do you think?
NO Beth

By fax: 202/456-2710

February 8, 1994

Ms. Kathleen McGinty
 Director of the Office of Environmental Policy
 Executive Office of the President
 Washington DC 20506

*NO. Try
 The co-chairs of
 our export
 strategy
 implementation
 (over)*

Dear Ms. McGinty:

Our organization is sponsoring a conference on March 18 entitled, "A Guide to Markets and Finance: Accessing Environmental Opportunities in Southeast Asia." (See attached draft invitation.) We are gathering a superb group of experts who really know Asia, the U.S. and California trade and investment facilitating mechanisms, and finance options. To round out the program, we would like to have you discuss the "big picture" -- i.e., the Administration's priorities vis-à-vis export of environmental products, services and technologies.

To give you a better idea of Cal-SEA, we are enclosing a list of our past programs. When you review it, you will note that this is our first industry-specific program. We have chosen to focus on the environment because of our belief that this multifaceted sector -- which in our definition also includes energy efficiency and conservation -- will be of increasing importance to the California economy in years to come.

The program is being organized by a committee composed of experts from the environmental sector, in addition to the expertise which the council brings on the subject of Southeast Asia, in general. We are very pleased that the USAEP has awarded us a program grant, and are also working with John Mapes of USEAP in "fine tuning" the program.

The primary program objectives: acquaint attendees (maximum: 100) with environmental needs in Southeast Asia and sources of potential partners and customers; inform participants about the environmental trade and investment-facilitating infrastructure both here and abroad; and provide a forum at which companies with complementary goals can interact. We view this program as the start of a process to "grow" ties between U.S. firms and the public and private sectors of Southeast Asia in the twin quests for a better environment in Southeast Asia and stronger U.S. environmental firms. We are preparing an "environmental access directory" of public and private sector contacts in the U.S. and Southeast Asia, which will also include project and trade show information, and believe attendees will leave the conference knowing what steps to take to begin exporting their products or services. We also expect to follow the conference with a trade mission to one or more SEAsian countries.

We know that the administration has made a commitment to focus on the U.S. "envirotech" exports. We believe that our March program will further this goal and that it will be an especially appropriate forum at which you can explain the administration's plans in this area. Also, we will hold an informal dinner the evening before at which you will have an opportunity to meet with the speakers and become better informed about the human resources at hand to help the administration with its goals. Please call me with any questions.

Sincerely,

John W. Potash

Ray Vickery @ Commerce
David Gardiner @ EPA

James could get their
nos. and titles if you
need them.

Are there any other things
out there then?
I could do it.

Jeremy W. Potash
Jeremy W. Potash (Ms.)
Exec. Dir.

DRAFT

**A Guide to Markets & Finance:
Accessing
Environmental
Opportunities in
Southeast Asia**

**Friday, March 18, 1994
8 a.m. to 5 p.m.
Federal Reserve Bank of
San Francisco
101 Market St., San Francisco**

**Sponsored by
California-Southeast Asia Business Council
with the support of
U.S. Asia Environmental Partnership (USAEP)**

Who should attend: The purpose of this program is to get more California firms involved in exporting and expanding exports of their environmental products and services. It will be most useful to management level personnel and decision makers from firms of all sizes -- that are involved in all phases of environmental compliance, remediation, prevention, as well as energy conservation and efficiency.

Why Southeast Asia? The eleven countries of Southeast Asia -- Brunei, Cambodia, Indonesia, Malaysia, Myanmar, Papua New Guinea, Philippines, Singapore, Thailand and Vietnam -- are in many ways experiencing some of the fastest growth rates in the world. With rapid growth has come a host of environmental problems, many of which need innovative solutions. Happily, many of these countries have stable political structures, and all share an increasing awareness of the need to preserve and protect the environment.

What does this conference provide?

- ✧ **Expertise on the region, its opportunities and how business is done** - Some of the best experts on doing business in this region, from embassies in Bangkok, Jakarta and Kuala Lumpur will speak, as well as other experienced officials and businessmen.
- ✧ **The best available information on U.S. California environmental trade and investment facilitation** - Experts will describe programs already in place to support the efforts of companies as they seek to expand or penetrate Southeast Asian markets.
- ✧ **Ins and Outs of Financing** - Perspectives from local to international. Feasibility study project funding from such international financial institutions as Asian Development Bank and World Bank as well as the US Export-Import Bank will be discussed, plus nuts and bolts from private sources.

Speakers:

- ✱ Carol Kim, Commercial Counselor, U.S. Embassy, Bangkok
- ✱ A.T. Le, Chairman, Consortia Manna, SF
- ✱ John Mapes, Business Liaison, U.S.-Asia Environmental Partnership (USAEP)
- ✱ Kathleen McGinty, Director, White House Office of Environmental Policy (invited)
- ✱ Art Obester, Director, US Export-Import Bank
- ✱ Tim Olson, Title to come, California Energy Commission
- ✱ Xavier Perez, Title to come, USAEP Infrastructural Finance Advisory Service
- ✱ Chakramon Phasukavanich, Assistant Secretary General, Thailand Board of Investment
- ✱ Ray Swenson, Graham & James, SF
- ✱ Mike Sullivan, invited-title to come, Montgomery Watson, Pasadena
- ✱ Janet Thomas, U.S. Liaison, Asian Development Bank (ADB), Manila
- ✱ Theodore Villinski, Commercial Counselor, U.S. Embassy, Jakarta
- ✱ Paul Walters, Commercial Counselor, U.S. Embassy, Kuala Lumpur

✱ *Each of the speakers will be available for one-on-one appointments at pre-arranged times throughout the day. Appointments will last approximately 15 min. Please use the reservation form to indicate your preference.*

Program

Registration
8 am

Introductions
8:30 am

Panel Discussions
8:45 am - 11:35 am

"Overview of Environmental Conditions and Opportunities in Southeast Asia"

"Financing Strategies"

"Market Drivers"

Luncheon Presentation

Noon - 1:30 pm

"What the Clinton Administration is Doing to Help Expand International Opportunities for the US Environmental Sector"

Afternoon Concurrent Sessions

1:45 pm - 5:00 pm

Regional: Thailand & Malaysia
Indonesia & Philippines
Vietnam/Indochina

Financing & Facilitation:

International (ADB, World Bank, Japanese Overseas Development Assistance, etc.)
U.S. and California - Agencies & Programs
Private Sector

Market Conditions:

Regulatory Issues
Case studies
Energy Efficiency & Conservation

Refreshments

Sponsored by: California-Southeast Asia Business Council (Cal-SEA) is a non-profit membership organization whose mission is to promote California-Southeast Asia commercial ties. Because the environmental sector is so important to California's economic future, Cal-SEA will focus increased attention on this area. For example, the California Environmental section is planning to follow the conference with a trade mission to several Southeast Asian countries.

With Support from: U.S. Asia Environmental Partnership (USAEP) is an interagency government program which is committed to help find solutions to Asian environmental problems through exports of US environmental products, technologies and services.

In cooperation with:

Asian Development Bank (ADB)
Board of Investment of Thailand
California Energy Commission
Environmental Technology Export Council
Institute for East Asian Studies, UC Berkeley
San Jose Office of Economic Development
US Department of Commerce
US Export-Import Bank
U.S. Green Building Council

Each registered participant will receive "Environmental Access Directory" prepared by the California-Southeast Asia Business Council and extensive materials from each of the cooperating agencies. To purchase materials separately, please remit \$100 with the registration form.

DRAFT



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Cal-SEA Meetings and Activities

- 3/18/94** - "A Guide to Markets & Finance: Accessing Environmental Opportunities in SEAsia." San Francisco
- 2/9/94** - Indochina section meeting. Update and strategies.
- 1/27/94** - Reception with Hon. Joop Ave, Indonesian Minister of Tourism, Post & Telecommunication. Los Angeles
- 12/3/93** - Indochina Section: Nguyen Tran Bat, Investconsult, and Ray Whiteside, Tandem Computers. SF
- 11/16/93** - Luncheon & appointments with Carol Kim, Incoming Commercial Counselor, US Embassy Bangkok. SF
- 11/12/93** - Luncheon for Hon. John S. Wolf, US Ambassador to Malaysia, Santa Clara.
- 10/19/93** - Reception for architects and urban planners from Hanoi and HoChiMinh City. SF
- 10/8/93** - "Doing Business in Thailand's Environmental Sector," SF. With Thai Board of Investment. Preceded by dinner in honor of BOI delegation. SF
- 9/24/93** - "Southeast Asia: Emergence of a Major Market," with Ian Buchanan, Regional Vice President, SRI. SF
- 8/18/93** - "Salute to Singapore." His Excellency S.R. Nathan, Ambassador of Singapore, Long Beach.
- 8/11/93** - "NAFTA: Its Implications for Asia." Dr. Richard Drobnick, USC. With Indonesian Business Society, LA.
- 7/28/93** - Members' lunch. R.J. Gurley, USAID Thailand. SF
- 7/23/93** - "Business Opportunities in Burma/Myanmar." His Excellency U Thaung, Ambassador of Myanmar. SF
- 6/22/93** - Luncheon with Commercial Counselors Theodore Villinski (Jakarta) and Paul Walters (Kuala Lumpur). With Foreign Trade Assn. (FTA), LA
- 6/21/93** - Lunch & appointments with Theodore Villinski, SF.
- 5/24/93** - "Update on Thailand" with Thailand Board of Investment. Seminar & lunch. SF
- 5/7/93** - Lunch & appointments with Amb. John S. Wolf. SF
- 5/5/93** - Lunch & private meetings with Secretary General of Vietnam Chamber of Commerce and his delegation. SF
- 4/30/93** - Brunei meeting. Architect H. Schiller Cassell. SF
- 4/28/93** - Members' roundtable with Tan Sri Muhyiddin Yassin, Chief Minister of Johor, Malaysia. SF
- Mark Magnier, Journal of Commerce** (Tokyo); George Mu, US Embassy, Tokyo; and Paul Walters (KL).
- 2/22/93** - Vietnam seminar. Minh Le, Hitachi Data Systems; Eugene Mihaly, Mihaly Int'l; Jay Scarborough, Esq.
- 1/28/93** - Burma Update. Jack D. Tomlinson, Esq. SF
- 1/19/93** - Vietnam Update. Minh Le, Eugene Mihaly, Michael Scown, Russin & Vecchi. SF
- 1/7/93** - Malaysia Section. John Lancia, US Embassy, KL. SF
- 12/16/92** - Members' breakfast with Hon. Dr. Ling Liong Sik, Minister of Transport, Malaysia. SF
- 11/24/92** - Conference on business prospects with Thailand. M.L. Birabongse Kasemari, Ambassador of Thailand. SF
- 11/2-12/92** - Cal-SEA goodwill delegation to Vietnam -- first from California in 20 years.
- 9/30/92** - "Economic Policy Reform in Indonesia." Steve Parker, Asia Foundation. SF
- 9/25/92** - Meeting with Hon. Rizalino Navarro, Secretary of Trade and Industry of the Philippines. SF
- 8/20/92** - Members' roundtable & working luncheon with Richard Solomon, US Ambassador to the Philippines. SF
- 8/19/92** - Thai Section meeting. Author David Morrell. SF
- 7/16/92** - Members' luncheon & private appointments with John S. Wolf, U.S. Ambassador-designate to Malaysia. SF
- 7/16/92** - "Economic Situation in Laos and Prospects for Trade." Linthong Phetsavan, Charge d'Affaires of Laos. SF
- 6/16/92** - "High-Tech Issues and Opportunities in Indonesia", with Theodore Villinski, US Embassy, Jakarta. Santa Clara
- 6/26/92** - "Indochina: Evaluating Business Prospects", with Mathilde L. Genovese, Publisher, Vietnam Newsletter. SF
- 4/23/92** - "Renewed Trade and Investment in Vietnam: Opportunities and Challenges for American Business", with HE Trinh Xuan Leng, Vietnam Ambassador to the UN. SF
- 3/9/92** - "Singapore: Gateway for a Southeast Asia Trade and Business Strategy" Anthony Ang, Singapore EDB; David Arase, Pomona College; Hon. Daryl Arnold; George Ruffner, US Embassy, Singapore; SF
- 2/20/92** - Forum and Trade Fair on Business Opportunities in Southeast Asia

Chief Minister of Johor, Malaysia. SF

2/20/92 - Forum and Trade Fair on Business Opportunities with Indonesia. SF

3/9/93 - "The U.S. and Japan in Southeast Asia: Competition or Cooperation?" Daniel K.H. Chao, Bechtel; Masazumi Ishii, AZCA;

12/12/94 - US ambassadors to Malaysia, Philippines, Singapore and Thailand, and senior government experts. SF



12/16

BRIAN

ATTACHED IS SOME OF MY
"PRO BONO" WORK THAT I
THINK YOU WILL FIND
INTERESTING.

WE ARE LOOKING FOR THE
SATURDAY NIGHT KEYNOTE
SPEAKER. DO YOU THINK
WE CAN INTEREST KATY?
IF SO I WOULD WELCOME
YOUR PERSPECTIVE ON APPROACH.

Nathan

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LEADERSHIP THROUGH DESIGN

Transforming Public Values

■ Health/Safety/Comfort

● Form/Aesthetics/Art

▲ Function

■ Overall

● Management/Process

■ Environment/Conservation

▲ Spirituality/Humanity

▲ Economics

▲ Technology

● Society/Culture/Politics

Conference

March 18-20

1994

ANA Hotel

San Francisco

EXHIBIT
CALL FOR
ENTRIES

California
Women In
Environmental
Design

DESIGN = LEADERSHIP

A NEW PERSPECTIVE

for

DESIGNING A BETTER FUTURE

CALIFORNIA WOMEN in ENVIRONMENTAL DESIGN

CWED

CALIFORNIA WOMEN in ENVIRONMENTAL DESIGN

A statewide alliance of women professionals in
planning, architecture, engineering, interior design, landscape
architecture, industrial design, graphic design and related fields.

CWED believes in designing to support human and environmental values,
provides a forum for the exchange of ideas, and
generates responsible action for change.

DESIGN = LEADERSHIP

A NEW PERSPECTIVE for DESIGNING A BETTER FUTURE

CWED DESIGN COMMITTEES

Phyl Smith, Chair - Janet Crane, Chair
Karen Van Dorn, Kathleen Cruise
Kriss Raupach

© California Women in Environmental Design, 1993

San Francisco, CA

800-963-2933

DESIGN = LEADERSHIP

DESIGN = LEADERSHIP

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PREFACE

California Women in Environmental Design is presenting new global Perspectives on design and leadership and two new design evaluation tools - the Design Criteria and the Evaluation Nomograph -- for use by design professionals, political and business leaders and the public to create a better future by making better decisions.

Design professionals are the primary audience. The Perspectives, Criteria and Nomograph can be used as programming guidelines to determine where additional information is needed for accurate definition of design parameters and specifications.

Design school educators can find these tools valuable for instilling in their students knowledge of the power of their future profession and of the responsibility they carry to use it well.

Designers will not be the only audience for this new design standard. The public users can use the criteria to expand their knowledge about the influence of design on their lives and fortunes. They will be able to see design in a new light:

how much does this project increase our well-being?

Questioning the effects of design can enable the public to demand a higher level of responsibility from designers who can be held accountable for the impact of their work on public well-being. With increased knowledge and discrimination, the public can benefit from more effective ways of using their land, building their buildings, designing their landscapes and interiors, devising their household, work and leisure products.

The information in this booklet provides a valuable tool to all consumers everywhere:

- **Financiers** can use it to project the returns on their investments based on the support of societal and environmental needs;
- **Developers** can use it to create more successful enterprises by increasing the public's well-being over the long term;
- **Governments** can use it as a basis for evaluating competing proposals for public works;
- **Managers** can use it to measure the influence of design on the performance of their employees and **employees** can use it to notice and evaluate the effects of their work environments on their abilities to perform;
- **Teachers** can use it to empower students to recognize their environmental influences;
- **Parents** can use it to create nurturing environments for their families.

People need not be captives of traditional approaches to design which have tended to emphasize only the technical, economic and aesthetic aspects. With new design perspectives, people will be able to demand that their built environment is designed to protect, nourish and enhance their lives and those of their children.

Phyl Smith, Editor

A NEW PERSPECTIVE FOR DESIGNING A BETTER FUTURE

A NEW PERSPECTIVE FOR DESIGNING A BETTER FUTURE

Karen Van Dorn

INTRODUCTION

We humans are in a dilemma. Living the way we do now is increasing cultural disintegration and environmental degradation. Yet, changing our ways is difficult, fraught with discomfort and interim disruption. Doing nothing, hoping for miracles, standing transfixed by the dilemma, or trying to argue the problem away only worsens the prognosis for the future.

Our best option, short of a miracle, is to take action to redesign our lives and our world as rapidly as we can. The better our redesign, the smoother our transition to new ways of living and the better the possibilities for the future.

The first step in our redesign is to look at the design process itself to be sure that it embodies our hopes for the future. We begin by redesigning design.

Designing is Deciding

The essence of design is decision-making about the future. The design decisions and the values underlying them are crucial to our redesign for the future. We can forge a better future only by using the design values that make it possible. What design values do we need?

We need design values to protect our cultural diversity while honoring our individual needs and revitalizing our communities. We need design values to restore our health and well-being, to incorporate the means for economic security, to provide opportunity for our children and to raise our spirits.

We need design values to preserve the land and wildlife, to assure clean soil, water and air, to restore the environments we have damaged and to renew the resources we have used.

In the past, design decisions have been a local, individual matter often resulting in customary, traditional solutions. A field is cleared, water is diverted for irrigation, a house goes up, a city is built, a megalopolis develops, all without adequate understanding of the wider consequences. Whether it is a farmer designing a field, a politician designing a road proposal, or a product designer developing a food blender, each is part of a cumulative impact. Each design uses resources from a planet with limited resources, supports a lifestyle that may or may not be optimum, and produces by-products and waste that may be problems. Each impacts the greater community.

We cannot escape the impacts of design. Everywhere we go, everything we do, everything we use exists because of a design. No place on earth has remained untouched. Even our atmosphere, our climate and the total planetary balance have been impacted by design decisions.

Understanding the impacts of design is vital for our success in redesigning for a better future. Understanding requires information. Does our information base indicate knowledge and reflect concern for extended impacts? Have we carefully reviewed the relative impacts of alternative possibilities before we make our final design decisions?

THE DESIGN = LEADERSHIP PERSPECTIVE

We need to operate from the perspective that by designing, we are exhibiting leadership. Design as decision-making leads the way. It provides either positive leadership, creating beneficial results, negative leadership, producing harmful results, or mixed leadership, with debatable results. In every case, the design exhibits leadership whether by intention or by default.

While the professional design community may be seen by the public as carrying this leadership responsibility, in reality, all of us who make decisions about the shape of the future are part of the design process. We may be parents planning for our families, community members preparing to vote, business people setting policy, politicians creating legislation, or simply one of us disposing of a soda can. The consequences of our decisions create the overall design.

This is not to castigate ourselves for having created our dilemma. Most of us, including professional designers, have been caught up in the realities of our current socio-economic structure and have either not understood the impacts of our design decisions, or have felt disempowered to do anything about them. Now that we recognize the negative results of our customary ways and want to preserve our future, we can think more clearly and act more responsibly, remembering the interests of the community and the environment and improving the quality of the legacy we leave behind. We can redesign our future cooperatively, bringing our best skills of intuition, knowledge, wisdom and compassion to bear on our design decisions.

Our redesign of design leads us to the **Design = Leadership Perspective**. The Perspective is stated broadly for use by anyone making design decisions about the future, whether a parent, community member, business person, politician or design professional. It is a presumption that:

1. Design is leadership that impacts our future at every level,
 - profoundly impacting the personal lives of the people who own, make and use the design,
 - integral to the well-being of the community and environment within which the design is located,
 - part of the greater regional and global economic, cultural and ecological systems.
2. Design is the responsibility of design professionals in several disciplines, of everyone who participates in design decisions and in the review or approval of those decisions.
3. Design is never neutral. To provide positive leadership, design needs to be done:
 - with positive intention, seeking a design solution that is beneficial at all levels,
 - with sensitivity to the people and issues involved, allowing intuitive awareness and feeling to play a part in the decision-making process,

- with openness and integrity, encouraging those people directly impacted by the design to participate in the design decisions, maintaining the intention to create beneficial results,
- with knowledge and wisdom, exploring the design problem thoroughly, developing the appropriate, accurate information base and carefully evaluating the impacts of alternative design solutions.

COROLLARY: THE LEADERSHIP = DESIGN PERSPECTIVE

For community and business leaders in particular, there is the corollary perspective: **Leadership = Design**. These leaders lead by designing solutions to problems. Their decisions have design impacts which cannot be isolated or ignored. The quality of their leadership is reflected in the quality of their designs, the impacts of their solutions on the quality of life and, immediately or eventually, on the physical environment. Setting factory work hours affects commuting, need for traffic lights, wider streets, pollution. Changing the sales tax affects the manufacture, shipping and distribution of goods as well as the materials and waste products associated with those goods.

Leadership comes not only from designated leaders but also from all those who influence the decision-making process.

Applying the Perspective

Holding the Design = Leadership Perspective is basic to creating more beneficial design. Design tools are needed to make it easier to apply the perspectives. Not only design professionals, but also community and business leaders need assistance to participate in their design process in a less subjective, more measurable manner. We have a lot of better designing to do in a relatively short time if we are to change the course of against cultural disintegration and environmental degradation.

Here are two tools we can use:

- the **Evaluation Nomograph**, to evaluate the impacts of design decisions,
- **Design Criteria**, to consider both as design guidelines and evaluation of decisions,

LEADERSHIP THROUGH DESIGN: CWED APPROACH

CWED DESIGN CRITERIA

LEADERSHIP THROUGH DESIGN: CWED APPROACH

Janet Crane

CWED encourages members to participate in its dialog about design quality. CWED was founded with the goal of promoting design values that emphasize human and environmental values as well as aesthetic, technical and economic concerns. To support this goal, CWED has developed nine design criteria representing the broad spectrum of issues for which environmental designers are responsible in their work.

DESIGN CRITERIA

Economics		Management/Process
Environment/Conservation		Society/Culture/Politics
Form/Aesthetics/Comfort		Spirituality/Humanity
Function	Overall	Technology

CWED has also explored the evaluation of design, rejecting traditional subjective, non-explicit methods in favor of a more considered, broadly-based analysis. A chart, the Nomograph, is a device to look at a project in this way. It takes into account the scale and impact of a project over time and provides a way to evaluate each aspect independently, arriving at a balanced assessment of its strengths and weaknesses. To assist reviewers, designers describe the information they used and explain their approach to the criteria.

BENEFITS OF PARTICIPATION

CWED is promoting the discussion and evaluation of design quality by creating, through its annual conferences and exhibits, a community of design professionals and interested public representatives who enjoy exploring the potential of environmental design. CWED's membership is multidisciplinary, setting discussions of design quality in the broadest context for the benefit of each specialty.

CWED is identifying the changes and challenges facing the professions and society at large and is finding resources to help its members take leadership roles in responding to them creatively.

CWED's exhibits of environmental design projects provide a supportive forum for the discussion of work in all its facets. Using a more objective evaluation method, projects are not classified as winners and losers but as well rounded work having specific strengths. CWED's request that designers describe their application of the design criteria to their exhibit projects encourages them to develop concepts and language for marketing their work as relevant to current and future societal needs.

CWED is a good forum for the discussion of work from all environmental design disciplines. It is an vehicle equally effective for understanding the demands and opportunities of large, complex projects and for showing the care that can go into smaller work. We invite individuals or team members to submit work of all kinds and sizes for CWED exhibits: built or unbuilt work, products, research, books, policy statements.

CWED DESIGN CRITERIA

ECONOMICS (10)

What was the initial budget? How well does the design meet that budget? Does it exhibit creative ways of reducing first cost? What are the life cycle costs? Does it conserve fiscal resources over time? Does it include innovations in financial management? Does it minimize maintenance and operation expense?

ENVIRONMENT/CONSERVATION (10)

Are the location and layout sensitive to bioregions, conservation of natural resources, protection of wildlife and natural ecology? Does the choice of materials reflect principles of green design? Over time does the project conserve energy, water, and other resources? Does it prevent pollution including undesirable effluent and discharge? Are the structure and materials non-hazardous and ultimately recyclable?

FORM/AESTHETICS/ART (10)

Is the design appropriate to context in terms of scale, form, visual impact? Is it visually pleasing? Does the project enhance the area, give beauty, art, harmony, color?

FUNCTION (10)

What was the initial program? How well does the design meet that program? Who is the user? What is the user's opinion of the function? What is the expected lifespan? Is there flexibility and adaptability to new functions over time? Is it multi-functional?

HEALTH/SAFETY/COMFORT (10)

Does the design meet the basic standards? Does it enhance physical comfort and well-being through materials choice, acoustics, light, temperature, ventilation and other means? Does the project enhance psychological comfort through security, accessibility and consideration of human factors? Are undesirable conditions (indoor pollution, glare, unwanted heat gain) avoided?

MANAGEMENT/PROCESS (5)

Is the design professionally innovative? Does it exhibit effective management, innovative procedures or creative process? Is it an example of excellence in project management, coordination, partnering, communications, publicity?

SOCIETY/CULTURE/POLITICS (10)

Does the design conserve and support cultural resources? Is social interaction and function enhanced? Does it support social justice and enrichment? Does it support disadvantaged groups such as the aged, women, juveniles, poor, homeless, ethnicities? Does it embrace a cross-cultural perspective? Does it enhance or support a beneficial political process?

SPIRITUALITY/HUMANITY (10)

Does the design support or nurture the human spirit? Does it enhance human performance, spiritual understanding, psychological growth? Is it inspirational? Does it have a sense of wholeness, aliveness, harmony?

TECHNOLOGY (10)

Does the design use advanced, innovative technology? Is the technology appropriate, sustainable, renewable? Does the project achieve superior function with reduced technology? Is it smart?

OVERALL (5)

What is the overall impression of the design -- to the user, the public, the owner, the profession? Does it have a sense of being wonderful, right, contributory, exciting?

OTHER

What other contributions does the project make? Are there special overriding considerations? How well have they been met by the design?

Expanded descriptions of these Criteria follow the explanation of the Nomograph.

TOOL: EVALUATION NOMOGRAPH

THE EVALUATION NOMOGRAPH

Karen Van Dorn

The Evaluation Nomograph is key to our redesign of design because it provides a mechanism to evaluate design decisions based on their impact on individuals, the community and the future.

Decision-makers and reviewers will use the Nomograph to structure their assessment of the relative merits of design decisions, reducing traditionally competitive approaches.

The human element still exists even in this more objective evaluation because it takes sensitivity, knowledge and wisdom to fill out the Nomograph. However, much subjectivity is eliminated, replaced by a more organized, consistent evaluation process. Everyone uses the same criteria in the same way with the same weight.

Most importantly, everyone begins with the same assumption, the assumption built into the structure of the Nomograph, that the greater the impact of a design, in extent or duration or both, the greater the importance of producing a high quality design solution. This assumption is essential for improving our communities, the environment and the prognosis for the future.

Readers will want to have the Nomograph in front of them as they read the explanation of the Evaluation Nomograph and its use.

USE OF THE NOMOGRAPH

To use the **Nomograph**, first review the listed **Criteria** listed on the right side of the Nomograph. Determine if these criteria are appropriately weighted for the design in question. You may want to refer to the following detailed descriptions of the Criteria. After weighting is established, rate each Criterion separately on the Nomograph.

For the most objective results, each Criterion should be rated independently from the other Criteria by a different reviewer. This method is convenient for the reviewers because they can review individually without the need to function together. It also prevents the reviewers from unduly influencing one another.

THE IMPACT SCALES

Next, determine the total impact of each criterion. The Impact scales are located at the left side of the Nomograph. The Nomograph measures the **Level of Impact** and the **Duration of Impact**, combining them graphically to determine the **Total Impact** of each Criterion. Place a mark on the **Level of Impact** scale, another mark on the **Duration of Impact** scale and then draw a line through both of them to the **Total Impact** scale.

The greatest **Total Impact** would occur when the project causes a permanent change in the ecosystem. The smallest **Total Impact** would occur when the project causes an immediate change for an individual.

Definitions of the **Duration of Impact** will vary depending on the project and the reviewers. For consistency, definitions should be established prior to the review. For architectural projects the definitions might be:

Now -- 0 to 10 years
Short term -- 10 to 30 years
Long term -- 30 to 80 years
Always -- 80 plus years

For example, the **ECONOMICS** of a house could impact a family for a short term, whereas the **AESTHETICS** of a house could impact a neighborhood for long term. The **FUNCTION** for a commercial kitchen for the aged could impact a group of cooks over the short term, whereas the **SOCIAL** benefits of the kitchen could impact the community over the long term.

THE QUALITY LEVEL

Next, mark the **Quality Level** of the criterion on the vertical **Quality Level Scale**. The **Quality Level Scale** is more subjective than the **Impact Scales**. Basically, *Standard* quality is neutral. Better quality varies from a small *Improved* to an *Excellent* example. *Poor* quality varies from *Insufficient* to outright *Detriment* to the user, community or environment.

THE RATING SCALE

To determine the numerical rating, draw a line from the point on the **Total Impact Scale** through the mark on the **Quality Level Scale** to the rating on the vertical numerical scale.

The **Quality Level** is factored against the **Total Impact** so that the higher the impact, the higher (or lower) the possible rating. For example, a large development on prime farm land could receive a high rating for **FUNCTION** while getting a very low rating for **ENVIRONMENT/CONSERVATION**. The same development as an urban infill project would receive a much different rating.

The Nomograph uses a rating scale of plus 10 to minus 10 with *Standard* performance at the neutral or zero point. Depending on the project, some of the Criteria may be weighted more or less than others by using a factor. For example, **MANAGEMENT** could be set at 5 by dividing the rating by a factor of two.

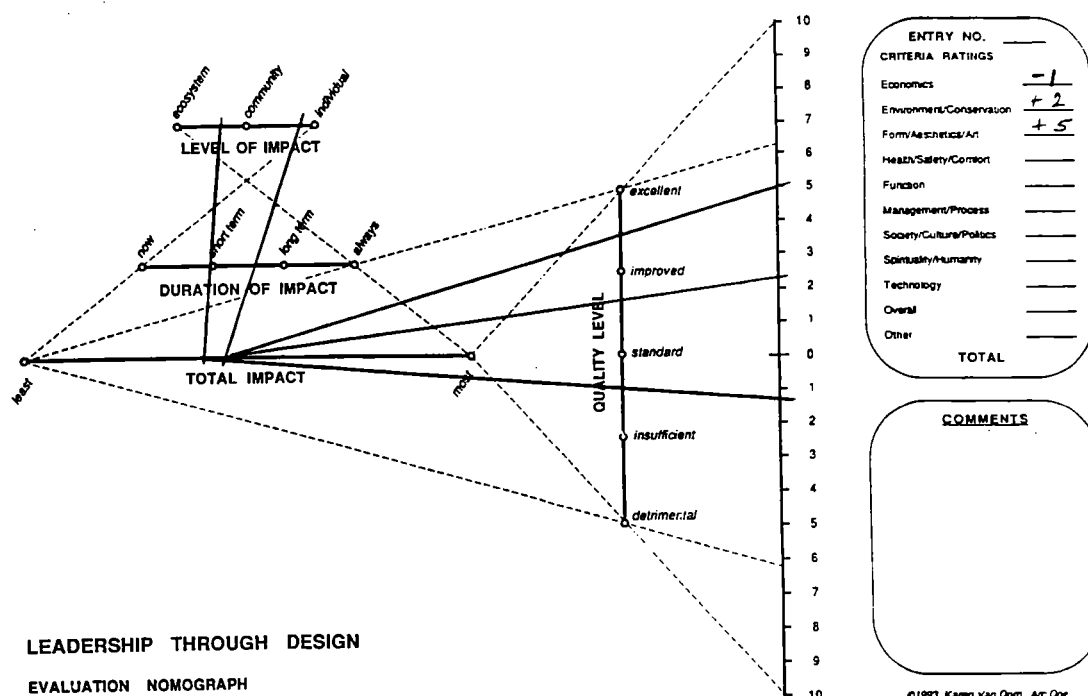
Finally, add the ratings of each Criterion for a total score. The highest possible total rating varies from project to project, depending on Criteria weighting, number of applicable Criteria and **Total Impact** level. Each project is compared, not to other projects, but to the rating it could have received with its quality at the highest level.

INSTRUCTIONS TO A REVIEWER FOR USING THE NOMOGRAPH

1. Check the project to determine which **Criteria** are applicable and write NA next to the **Criteria** that are not applicable.
2. Rate each applicable **Criterion** separately as follows:
 - a. Place a mark for the **Level of Impact** on the first line.
 - b. Place a mark for the **Duration of Impact** on the second line.
 - c. Draw a line from the **Level of Impact** through the **Duration of Impact** and extend it to get the **Total Impact** on the third line.
 - d. Evaluate the **Quality Level** for the criteria on the vertical line.
 - e. Draw a line from the **Total Impact** through the **Quality Level** to get the rating on the numerical scale.
 - f. If there is a weighting factor for that **Criteria**, multiply or divide and place the result in the right hand box.
3. Total the rating points and compare to the point count that would have been possible if the **Quality Level** had been excellent.

Note: Marks may be placed anywhere on the **Nomograph** lines. **Level of Impact** for a family would be placed between *Individual* and *Community*.

EXAMPLE OF A MARKED NOMOGRAPH



TOOL: EXPANSIONS OF THE DESIGN CRITERIA

EXPANSIONS of the DESIGN CRITERIA

Karen Van Dorn

When applying the expanded Criteria to a specific design over a series of design reviews, the reviewers may wish to add a section at the end of each Criterion describing specific expectations for that design. These might be sections from the program for the design, indications of pre-established priorities, or clarifications of an approach agreed upon by the reviewers.

ECONOMICS

For most projects good economics means achieving good value within the budget -- doing a good job at a reasonable or low cost. Sometimes a project must be done at rock bottom cost regardless of quality, such as temporary emergency housing, or must be done at a high cost because there is no option, such as the first prototype for an electric car. Even in these cases, however, the economic goal is good value.

Good value can be achieved at any phase of the project -- design, construction, operation, or recovery. The ideal project has good value over the full life cycle of the design. Construction costs, costs for operation and maintenance, and recovery costs must all be estimated during the design phase in order to evaluate the design's economics.

A good quality design which will last, minimizing operations and maintenance expenses, is usually more cost effective than an inexpensive design with a short life span and regular repair costs. This is particularly true when recovery expenses are considered.

Recovery cost includes economic loss for demolition and waste removal, especially if any toxic materials are involved, and economic gain if the project can be resold as a whole or in part through recycling or reuse. Projects which use pure materials and demountable parts fall in the later category.

Whenever possible, the cost should delineate the real cost to society as a whole, including hidden costs. Lumber may be inexpensive until you calculate in the degradation of forests and the potential for global warming. If hidden costs cannot be quantified, they can be listed as assets and detriments.

Good value may not be the only approach for a project to this **Criterion**. Other economic factors to look for would be:

1. Innovative ways of financing the project, particularly at the construction phase.
2. Innovative financial partnerships, agreements, trades, etc.
3. Economic sustainability within the project, so that it can support itself over time,
4. Contribution to a community's economic vitality by using local products and labor.
5. Conscious use of fair economic practices. For example, equal opportunity, good working conditions, fair payment and shared-risk contractual arrangements.

ENVIRONMENT/CONSERVATION

Land use, the first consideration in this **Criterion**, includes preservation of natural ecosystems such as creeks, wetlands, forests and other habitats. In urban settings, land use would include preservation of view corridors, sunlight, trees, and open gardening and play areas. Land subject to natural hazards, such as flooding, earthquake, slides and fire, would be avoided. Saving farmland or land especially suited to transportation, industrial or some other use would also be a consideration.

Conservation of land may be important, minimizing building footprints, not over-building certain regions, or conversely, maximizing density in one area to leave other areas open.

Preservation of natural resources is the second consideration. It might involve building around a wildlife nesting site or incorporating a pond or rock outcropping into the design. It might mean leaving a site open for access to a forest, lake or shoreline.

The design would follow the principles of Green Design including:

1. Avoiding the use of materials that come from threatened or non-renewable resources.
2. Avoiding the use of materials that are mined, harvested or manufactured in a manner that is energy intensive, harmful to the **Environment** or destructive of certain cultures.
3. Avoiding the use of materials that are wasteful, frivolous, or inefficient in their application, or require excessive packaging or shipping.
4. Avoiding materials that cannot be recycled or recovered.
5. Avoiding materials that are manufactured or maintained in a way that creates pollution or other health hazards.
6. Using instead, materials that are environmentally sound, healthy, renewable, recycled and recyclable.

Conservation is a major **Criteria** consideration, usually referring to energy and water. Conservation means designing for sustainability using renewable, alternative energy sources such as solar and wind. It means designing for a less intensive use of energy using natural light, heat and ventilation and specifying conserving fixtures and appliances. It means designing for water conservation, reducing the need for water, specifying low flow fixtures and incorporating water recovery and reuse systems.

Conservation may apply to other materials such soil, wood, oil, or certain chemicals or metals where reducing usage or collection and reuse is ecologically important.

Finally, good design in this **Criterion** is non-polluting design. It does not create indoor air pollution, does not foul the air, water or land and does not leave unrecoverable waste.

FORM/AESTHETICS/ART

This **Criterion** can be controversial because subjective responses to a design can vary greatly. What is pleasing to one person can be an abomination to another. General guidelines, however, are:

1. The chosen Form or **Aesthetics** would be contextual in size, shape, color and style unless an argument can be made that the project is complementary to the existing context or the forerunner of a new, more desirable context. It would be seen as enhancing its surroundings.
2. The project would be generally pleasing, not creating great discord or upset. It would ideally receive positive recognition for such artistic qualities as form, beauty and elegance. People would respond positively to the nature and quality of spaces within.
3. The project would be aesthetically attuned to its purpose or use unless meant to challenge a certain societal image or preconception.
4. A controversial project would please those people most impacted by the design. For example, office building aesthetics would please the people who work in it.

People would have a positive emotional response to the appearance of the design. Generally, in this **Criterion**, a excellent project would be one that people like, whether for its daring, creative spark, its elegant, graceful, timeless quality, its lively, exciting appeal, its faithfulness to a historic style, its accurate representation of a particular culture, or its natural simplicity.

In conjunction with the previous **Environment Criterion**, the project might be contextual by responding well and blending in with the natural environment.

FUNCTION

The **Function Criterion** has six primary considerations.

1. How well does the design meet the requirements of the **Function** for which it was intended? A program or some other statement of the original intention can be used to evaluate this aspect of function. A written prioritization of the items in the program, clarifying the original documentation, can make evaluating the design easier.
2. Are there any enhanced functions that can be expected from the design? For example, the design might include multiple functions, increased efficiencies or an ambience that improves the function.
3. How does the project function over time? Will it function well throughout its lifespan without extensive maintenance and repair? Can it be adapted as its original use changes? Can it be designated for a secondary use once it has out-lived its primary use?
4. How easy is recovery at the end of the project's life span? Can it be dismantled for its parts and materials? Can it be refurbished or reused elsewhere?

5. Does the project function so well that it enhances the performance of its users, thus facilitating interactions, relationships, activities, processes or procedures?

6. Does the project serve as an example of function for other projects? Is the project a prototype of a new function or process or a model of efficiency of an existing function?

A project that has excellent function will be easy to use, will reduce tensions between users, will facilitate interaction and communication where it is needed, and will enable activities to be done more efficiently.

HEALTH/SAFETY/COMFORT

In most of the environmental design fields, codes or other health and safety standards need to be met as minimum performance in this **Criterion**. However, these standards often do not consider all of the **Health** and **Safety** issues which would be considered in a good design. Design for health and safety would:

1. Reasonably eliminate all significant potential harm to the users and public from possible accidents, potential toxins and pollutants.

2. Support all types of people and animals, including people encumbered with packages, people of different sizes and ages, people of different cultures and languages, people with babies, children and pets.

3. Be safe for people with physical limitations such as mobility problems, weakness, environmental sensitivity.

4. Include safety warnings, emergency supplies, emergency instructions, and other safeguards in the event of accident or disaster.

5. Include security for crucial information systems and valuable work or belongings.

6. Include adequate weatherproofing for moisture, heat, cold, wind, dust, etc.

Additionally, the design would provide comfort in terms of the five senses. Inappropriate and interfering conditions such as noise, glare, noxious odors would be eliminated or minimized. For children, touching and tasting would be safe. Acoustics, light, temperature, ventilation would be appropriate to the function of the design with flexibility and individual control provided where appropriate.

Finally, the design would provide psychological **Comfort**. The project or product would be accessible and user friendly. It would not depict or encourage inequities, violence, insults or other forms of human discord.

MANAGEMENT/PROCESS

This **Criterion** can be interpreted in two ways. It can refer to the process of managing the design, construction, operation and recovery of the project itself, or it can refer to ways that the project facilitates a **Management Process** when it is used. The first interpretation can include:

1. Meeting project requirements.
Did the project successfully meet or exceed budget, schedule and stated design goals?
2. Overall coordination.
Was the project process smooth, with clear communication and good teamwork?
3. Information management.
Was adequate research conducted?
Did it uncover new information through interviews or synthesis of previous research?
Was the information used effectively and creatively?
4. Procedure
Did the design team devise contracts, agreements, processes, organizational systems that were especially effective?
5. Participatory process.
How well did the design team work with clients, users, public reviewers and other parties? Was the process open and satisfactory to all parties?
6. Excellence.
Did team members perform synergistically, getting unexpectedly good results? Did the team do an excellent job in a particular area such as financial projections, getting publicity, coordinating complex construction methods or beating certain deadlines?

The second interpretation involves the management and operation of the activities for which the project was designed. For example:

- does the design of a working space facilitate both improved management and improved performance of the work which needs to occur in it?
 - do the managers and the workers say so?
 - does a particular tool design aid the operation of a particular activity?
- Assumptions of design benefit must be checked with the user to confirm that benefit.

SOCIETY/CULTURE/POLITICS

Generally, a project which is sensitive to society/culture/politics will meet the requirements of the owner/user group without offending or harming other groups. That does not mean that the project must be "vanilla" or generic in character. While the project may involve detailed cultural ideals and aesthetics, they are not used at the expense of another group.

This **Criterion** would support safe, harmonious interaction between people. The design process itself would be inclusive and participatory, encouraging everyone to describe their needs.

Alternative design solutions would be openly discussed and decisions made through consensus or other democratic process.

The design would not discriminate nor segregate. A design that contributes to **Society and Culture** might:

1. Be of special help to differently-abled people such as those with physical or mental limitations, the elderly, the ill and children.
2. Be of special help to economically disadvantaged people, the homeless, immigrants, the poor, the uneducated.
3. Support social enrichment by providing community services to people, such as education, meals, job training, recreation, open space, gardens.
4. Help enhance social interaction and function by helping people come together to form community, learn about one another, solve common problems, providing gathering space, communications tools, work areas, etc.
5. Preserve and support cultural resources, enhancing the viability of a particular sub-culture or social group, giving them places to live, work and socialize that meet their cultural needs.
6. Help parents and children by providing day care, child services, playgrounds, toys, parks, museums, schools, entertainment, etc.
7. Protect the community as a whole by improving fire and police services, public transportation, recreation and other community services.
8. Support cross-cultural opportunities, such as music, art, dance, drama, street fairs, craft booths.
9. Stimulate the community political process by providing forum gathering places.

Political contributions of the project would add projects which:

- equitably designate space and other resources according to need or function rather than power or status
- resolve political problems and community issues,
- use an open, participatory decision-making process.

SPIRITUALITY/HUMANITY

Like aesthetics, spirituality/humanity can be a very subjective **Criterion**. Yet, people seem to know when a design adds to their emotional, mental or spiritual well-being. They respond to mention of a comfortable place where people congregate easily, even a hole-in-the-wall restaurant that feels relaxed and friendly. Sometimes the people using the design give it humanity and spiritual content, and sometimes the design itself has a spiritual/humane content reflected back to its users.

The project does not need to be associated with a religion to have a sense of spirituality. A house, plaza, work area, a sign, a bowl or other project can have a sense of grace, reverence, or inspiration. It can feel whole and harmonious, satisfactory or fulfilling, or elicit an uncommon depth of emotion or thought.

It might be a formal project like a church, a monument or a museum with sacred geometry or symbols. It might be a place used for spiritual worship, ceremony, or meditation. It could be a place for personal reflection or spiritual teaching.

Generally, a project with **Spiritual** content will, in some way, contain an emotional energy that causes the user to shift, if only momentarily, to deeper or higher thoughts and feelings. It might contain an overall beauty or special form, light, sound or fragrance. However it is achieved, regardless of how subjective it may be, the effect is very real and can be seen in the way people react to the project.

A project which exhibits excellence in **Humanity** somehow touches and improves the human condition. It may help many people as described in the society/culture/politics criteria or it may simply make the life of a family or a single person more joyful and abundant. The project might provide extraordinary comfort to an old person or a way for old friends to communicate regularly or safety for a baby with special health problems. It could be a space that can be personalized or is especially appropriate to a person's history or special needs or to a group's lifestyle.

A special book, a garden, an upholstered window nook can easily touch a universal human chord. Somehow the design makes a special contribution to the person or people concerned. Occasionally, a project emerges (like the Statue of Liberty or the Vietnam Memorial) that makes a statement for all humanity. The depth of understanding and commonality experienced by people in the presence of any project is the measure of its success.

TECHNOLOGY

There are three ways of interpreting this **Criterion**. First, it can refer to the overall technical competence of the design, including the careful coordination and application of complex systems.

The second interpretation would be the successful, creative use of new materials and systems. New technology should be competent and used appropriately, enhancing the project without overloading it with construction or operational complexities. The technology should improve the project economically, functionally or in some other way described in the criteria. It should work over the short term, designed to be easily changed out for a better solution at a later date, or over the long term without becoming a headache or financial liability. It should be recoverable.

The third interpretation of the this Criterion would be the careful use of 'low tech' technology, for example, the sustainable building with passive solar energy, natural ventilation and daylighting. Achieving the function with less technology can be easier and more cost effective.

'Low tech' technologies that would belong in this Criterion are solar energy, wind energy, heat pumps, gravity pumps, daylighting, ventilation stacks, rammed earth, and straw bale construction. 'High tech' technologies in this Criterion would be televideo communications, computerized HVAC controls, security monitoring devices, and space age materials. Whatever the **Technology**, it should be smart, effective, efficient, sustainable, easily used and appropriate to the total design

it should be smart, effective, efficient, sustainable, easily used and appropriate to the total design and context. It should enhance the overall design.

OVERALL

Every project elicits reactions from the users, owner, community, designers and others involved. The users might love it. The owner might not be so sure. The community might think it a travesty. The designer might think it is genius. This **Criterion** catches all these varied subjective opinions.

Ideally, people from different points of view will provide an overall evaluation. They might want to give an Overall rating based on how "attractive, unusual, wonderful, contributory or exciting" the design is to them.

For example, the reviewer for each of the nine Criteria above might give an overall rating. The total points possible for a project might be 90 from the first nine Criteria (ten points per category) plus 45 from the **Overall Criterion** (5 points from each of nine reviewers). This allows for the fact that every project is always more than the sum of its parts and must eventually be evaluated as a whole.

OTHER

This **Criterion** is used for special projects that make a particular contribution or have a goal overriding all others, or a new goal not covered by the other criteria. Prototypes, research projects, pilot projects - anything which has not been done before - and emergency projects, which often must be done under seemingly impossible conditions, would be evaluated here.

SUMMARY

The **CWED Design Criteria** provide a more wholistic, equitable standard of good design which can be used within the environmental design fields to:

1. Provide designers with design guidelines.
2. Evaluate designs submitted to design competitions and exhibits.
3. Help owners decide which designers to commission for projects.
4. Help design professionals establish new non-discriminatory standards for compensation and promotion.
5. Help communities and public commissions determine which designs to approve.
6. Help all people in the environmental design process make better design decisions.

In addition, the **Criteria** and **Nomograph** can be used for the broader purpose of evaluating the future impacts of all decisions:

- evaluate public policy and legislation relative to overall impact on the community and environment;
- evaluate business policy as it effects employees, customers, community relationships, and long term business prospects;
- evaluate activist decisions with regard to their likely impact on the entire community;
- evaluate personal decisions in relation to larger issues and trends.

The Nomograph process works best with a comprehensive set of detailed Criteria which need to reflect the values intended to guide the design. While initially, some Criteria may not seem applicable to a certain design, inevitably, a **Criterion** will apply in some way at some stage in the life of the design process:

1. the information phase when all the data is gathered about user needs, owner requirements, community requirements and potential impacts;
2. the design phase when alternative design solutions are being considered, decisions made and design documents produced;
3. the construction phase when the project of object is being produced, constructed, crafted or manufactured;
4. the operations phase when the project or object is being used according to its purpose and tested by users for effectiveness;
5. the recovery phase when the project or object is no longer useful as intended and must be discarded, recycled or converted to another use.

The term "project" is used throughout the Criteria to indicate the design product: building, road, park, room, chair, toy, policy, process.

Each Criterion includes a CWED weighting used for its exhibits. These weightings can be revised as appropriate to the type of projects being considered.

The **Other Criterion** can be used for projects with special circumstances. For example, a prototypical project might require documentation of a successful pilot application.

PARTICIPATORY DESIGN

PARTICIPATORY DESIGN

Phyl Smith

The Design Criteria can provide values for designing a better future, but how do we translate them into specifics? To program better-future designs forces us to ask, more than ever, what we think know, what we're not sure we know and what we need to find out. Design leadership demands responsibility for accurate design programming. Information is everything.

Where's the information? What programming data will we use? What do we know about the needs of individual people and groups of people? Where are we alike and where are we different? Assumptions are gambles. Based on our own personal and professional experiences, we may assume accurately enough to get by - or we may not. How do we find out what people need to get from a design project? We can figure out how to have the skills, the opportunities, the time and the money to ask the right questions to produce quality data. Then we have the challenge of interpreting it accurately and creatively -- within the inevitable constraints.

What do we ask?

- **Function questions** - easiest: what do you want to be able to do here and what do you need to do it?
- **Feeling questions** - often passed over: how do you want to feel while you're doing it?
- **Value questions** - easily ignored: what's important to you? where do you want to go with your life? how can this project help you get there?

How do we ask? Participatory design processes take careful planning for what, who and how, as well as when and where. Elements of the process can predict the value received:

- questionnaires can create distance
 - interviewing can establish connections and explore potentials
 - group process can produce consensus
 - feedback can check accuracy
 - user involvement can create investment in the design.
- The planning payoff: quality programming.

If adequate individual research into people's spatial needs doesn't seem feasible, we have a lot of help out there. Environmental design researchers continue to add to the already extensive collection of studies about the influences of all kinds of interior and exterior spaces, with all kinds of products in them, on the behaviors of all kinds of people in all kinds of circumstances. It's economically valuable, before designing rather than after, to check the literature and learn what works better than something else.

A famous saying is, "**We shape our space and then it shapes us.**" It's a spiral experience. A supportive space encourages us to expand our sense of self to shape our new self, which then will need to re-shape even that space to continue creating our better future.

If we lived - worked - played - in our ideal space, who could we be?

Design is power. Participatory design empowers all of us.

CASE STUDY: SAMPLE DESIGN PROJECT

How Does The CWED Evaluation Process Work?

CASE STUDY: THE PACIFIC ENERGY CENTER

Janet Crane - Kathleen Cruise

CWED's first exhibit entries using the Design Criteria were reviewed by eight women design professionals, each expert in the subject matter of one Criterion. Their high enthusiasm for this new approach to evaluating design projects established the value of the process.

To provide a case study for exhibit entrants, a sample project was developed, illustrating the use of the selection factors and the application of the Criteria and Nomograph. This case study was later presented as a demonstration project at the 1993 CWED conference. Through this demonstration, participants were able to gain clarity about how the Design Criteria and Nomograph could be applied to their own work.

While this sample project is a commercial building, this system of evaluating design is not limited to this type, but can apply to all kinds of projects, from custom residences and residential remodeling, to office buildings, to general plans, to interiors, to urban planning, to engineering projects, to products of industrial and graphic design, to research, books and policies.

The sample project is PG&E's Pacific Energy Center in San Francisco. We chose the Pacific Energy Center because, in addition to being a building with obvious merits related to the environment/conservation criterion, it provides a relevant model for many other projects. Kathleen Cruise was the Project Manager responsible for developing the Center from an idea to steady-state operation. Her responses to the Selection Factors are included.

EXERPTED DIALOG, CONFERENCE DEMONSTRATION:

Janet: We want to make a bridge between the philosophical ideas and the realities of being designers. In the past I have found a lack of fit between my personal values and traditional professional values which have left me, for instance, uninterested in participating in design competitions because projects which I think important are often not the subjects of these competitions.

CWED's approach is so interesting to me because it reconciles personal and professional values and reveals the many skills a designer needs. It also creates a good way of evaluating my work and encourages learning and improvement of those skills.

Now, Kathleen, please tell us about yourself and then describe the P.E.C.

Kathleen: I am an architect and general building contractor and began working with architects in 1964. I had an early vision of what I wanted to do and now, with many years of practical experience, I've developed a philosophy of architecture. I believe the more efficient our design choices are, the better environments we create from a human factors standpoint.

The Pacific Energy Center is PG&E's tool to display, demonstrate and teach cost effective, energy efficient technology and design techniques. Target markets are building owners and those who influence them: design professionals, contractors, and maintenance and operation people.

The Pacific Energy Center is a hands-on, working/learning environment, responding to different learning styles. The Center has classrooms, laboratories, a library and displays.

Our state-of-the-art lighting classroom displays everything from lighting fundamentals to color rendering characteristics of light to emerging technologies in lighting and controls. Our sophisticated HVAC classroom is equipped to help you learn everything from basic fundamentals to advanced applications.

In the mock-up lab we do full-scale, side-by-side comparisons of different lighting systems, ceiling systems, ceiling heights, window glazing, window coverings, wall covering, floor coverings, furnishings and accessories.

We have a daylight model lab where you can design from the inside out. We do 1" scale models using configurations and materials that match those of the project. We can see exactly what the finished rooms will be like.

We have continuously changing exhibits displaying residential and commercial technologies such as integrated building controls. Each quarter new lessons appear.

We have a state-of-the-art technical library with up to the minute information on energy use in buildings. We have resource specialists who can assist your search and computers and computer applications. And we have subject matter experts available for one-on-one technical consultations on projects.

Janet: Now I will play the role of a reviewer of this project, simulating the process that this project would go through if it were submitted to the exhibit. I will use the responses to the Selection Factors prepared by Kathleen to consider what approach this project's designers took to the different Criteria. In the actual process, each of nine Criteria experts separately reviewed each project to evaluate its response to one Criterion.

Kathleen, What was the most challenging **ECONOMIC** aspect of putting together the Pacific Energy Center?

Kathleen: The fact that the budget for the project, \$8,000,000, was set by a regulatory process without a developed scope of work. Therefore, we had to develop a scope of work and then back into the budget. From a budget standpoint, the economics were very positive. The total project cost of was 2% under budget. By including alternatives in the bid package, we were able expand the scope of work beyond the program. There was a very high level of interest on the part of manufacturers, and a favorable bid climate resulted in competitive bids.

Our cost/scheduling engineer did a very good job of tracking costs enabling me to manage and control effectively. Since there was no apparent end to the cost effective opportunities to demonstrate and display energy efficiency, managing costs was a matter prioritizing the opportunities of monitoring costs and determining where to draw the cut line.

Janet: What kind of economic impact do you hope that this building will have from a societal standpoint?

Kathleen: Since management has committed to build no new power plants this decade, our load growth projections of about 2500 megawatts of power means that we plan to capture that amount through efficiency. The Pacific Energy Center is a powerful tool to help us do that. If we are successful, the 2500 megawatts of power we do not have to generate and our customers do not have to buy frees up a huge economic resource for more constructive use in the PG&E service territory.

Janet: The next **Criterion** is **ENVIRONMENT/CONSERVATION**. How does the project reflect concerns for environmental quality and energy conservation in the building itself?

Kathleen: Our number one design criterion was that the building itself demonstrate the principals we are promoting. We incorporated efficient choices in every decision: the building envelope; the incorporation of daylighting throughout, high efficiency glazing; state-of-the-art, high efficiency HVAC and control systems; lighting systems which use half the energy that Title 24 allows in base electric load.

Janet: The next **Criterion** is **FORM/AESTHETIC/ART**. Would you describe the architectural character of the Center and why you chose it.

Kathleen: We chose to rehabilitate a 1920's vintage industrial building to illustrate the challenges of rehabilitation at a time when many professionals were doing that work. Both the rough, raw character of that 20's construction and the state-of-the-art building systems are exposed throughout. There is a very pleasing contrast between the old, sort of gutsy character of the base building and the sophisticated, sleek, high tech look of the technologies and design techniques we use.

Janet: **HEALTH/SAFETY/COMFORT**. How did this building address the health, safety and comfort of its users?

Kathleen: The building addresses this **Criterion** by increasing efficiency so that the environmental impact from electric generation (transmission and distribution) decreases. If we use electricity to provide us with light and we waste some, what do we get? We probably get noise, or heat, or too much light that results in uncomfortable glare, or all of these. By being efficient in our energy choices we protect health, safety and comfort of the users of the Center. And through education we enable them to do the same in their projects.

Janet: FUNCTION. How do you evaluate the building doing what it was designed to do?

Kathleen: The measure of success was one of the most discussed criteria during the project's development. The first year we had about 10,000 domestic and international visitors, including many utilities who now are planning similar facilities. Extensive around the world press and television coverage has made it a respected benchmark for technology centers. Our exit surveys and our post visit market research find that it has had impact on our visitors. They are making changes in how they use energy.

Janet: MANAGEMENT AND PROCESS. What was it from a management perspective that motivated PG&E to do this project? What management structure and approach did they give the management team?

Kathleen: The California Collaborative, a very visionary group of regulators, utilities leaders and special interest groups, agreed that the utilities are best positioned to advance energy efficiency. The Collaborative changed how utility rates are established in this state to provide the utilities with economic incentive to promote energy efficiency. The Pacific Energy Center was funded through the collaborative process.

Our market research indicated that the biggest barrier to change was that owners would not ask for and designers would not specify technologies or design techniques they had not seen. When our management recognized the importance of demonstration, this was designated our number one project.

As project manager, I was given tremendous latitude, a small but experienced team, and a killer schedule. In 17 months we selected the site, did the program and design, went through the lengthy permits-getting process, contracted, built the project, created the organization, the programs, the operating strategy and the exhibits, did the marketing, moved in, opened the facility and established the steady-state operation of the Center. And we had fun doing it all.

Janet: I remember you talked about having a very wide team of consultants. One of the lessons we learned from this exhibit is that good technical information is available out there and, relative to a whole project budget, it often does not cost a huge amount of money to pay the very best person in the field to give you some advice on a special area. I think this project is a very good example of that.

Now, **CULTURE/SOCIETY/POLITICS.** In the 1960's energy conservation was considered the purview of hippies and eccentric engineers and was a very marginalized activity. During the mid-eighties it was not politically correct to care about it. Only recently has sustainable design started to emerge again. This project puts it in the center of the cultural mainstream - a big change. How do you think that it happened?

Kathleen: I think we are all ready to recognize that we can no longer act irresponsibly. The information age makes it hard to deny the fact that industrial "business as usual" course is a dead end. We know about global population explosion, global climate change/warming, the hole in the ozone. We feel the climate change. We see the starvation. At the same time, technologies have advanced by quantum leaps. Glazing, lighting, HVAC systems are 300-400

times as efficient as they were a few years ago. People are very ready to change, to make buildings more efficient, and they want to know how. The stage was well set.

Janet: **SPIRITUALITY AND HUMANITY.** In a facility that is really a whole exhibit of electronic gadgetry, how do you find a spiritual or humane value?

Kathleen: I believe that value lies in the change in people's attitudes. From feeling helpless and hapless about dehumanizing environments and enormous environment impacts, they recognize what they can start doing about them. We help them learn. Every exhibit and display is set up to convey actions that they can do today in their home, to make a difference. Whether an individual looking at that or an advanced practitioner designing a new community, both leave the Pacific Energy Center knowing some action they can take to make a difference.

Janet: The last **Criterion** is **TECHNOLOGY** and I think we have covered that. On the overall rating scale what do you think is most successful about the buildin? Is there anything about it you would do differently?

Kathleen: Let's look at the lessons learned first. Certainly, I've learned and continue to learn more and more about healthy buildings -- "green" buildings -- and would today strengthen that criterion. I don't think we did anything egregious but we were not as conscientious as we would probably be today. And I would have won the war with the mechanical engineers over more operable windows.

Janet: Now, as a stand-in reviewer, I am going to demonstrate how the evaluation Criteria and the Nomograph were used together to evaluate the exhibit entries.

Exhibit entrants address the **Criteria** as the **Selection Factors** in their entries. The more detailed and articulate the responses, the better the results tended to be, undoubtedly because the designers had thought about them as they designed the project.

In the actual review process of each project, each reviewer first read the designer's criteria responses, then used the Nomograph to apply her expertise and rate each project on its Level of Impact (*Individual, Community or Ecosystem*) and its **Duration of Impact** (*Now, Short term, Long Term, Always*) to give a Total Impact score (*Least to Most*). Reviewers then projected the Total Impact score through the **Quality Level** scale (*Excellent, Improved, Standard, Insufficient, Detrimental*) to produce a final rating for each criterion on a scale from +10 to -10. Total criterion scores for each project were then tallied for a final score.

Again, using the Pacific Energy Center project as an example, let's use four of the Criteria to demonstrate how the process works.

The PEC **ECONOMIC Criterion** review might look like this when we review the Criterion and look at the project's success for controlling costs, the cost and value of the project, its

benefit to economic vitality provided by better resource utilization and the recycling of the sixty year old building.

On the **Level of Impact** scale, the PEC impact point is well between *Community* and *Ecosystem*. Financially, it will probably affect everyone in the PG&E service territory for quite a while. If the Center results in design professionals creating more energy efficient design, it have a fairly lasting impact, so we indicate *Long Term* on the **Duration of Impact** line. If we rate the Center as having an *Excellent Quality Level*, the score for this Criterion is 8.

Now the **CONSERVATION/ENVIRONMENT Criterion**, one in which this project excels. Its impact is world wide, so we place it on the **Level of Impact** line between *Community* and *Ecosystem*. The **Duration of Impact** of both the building itself (it will be around a long time) and the ideas that it promotes are certainly *Long Term*. That takes us to this point on the **Total Impact** line. I believe we feel that this project deserves an *Quality Level* rating of *Excellent*. Extending our line to the scoring scale of 10, we find that this project rates a 7.5.

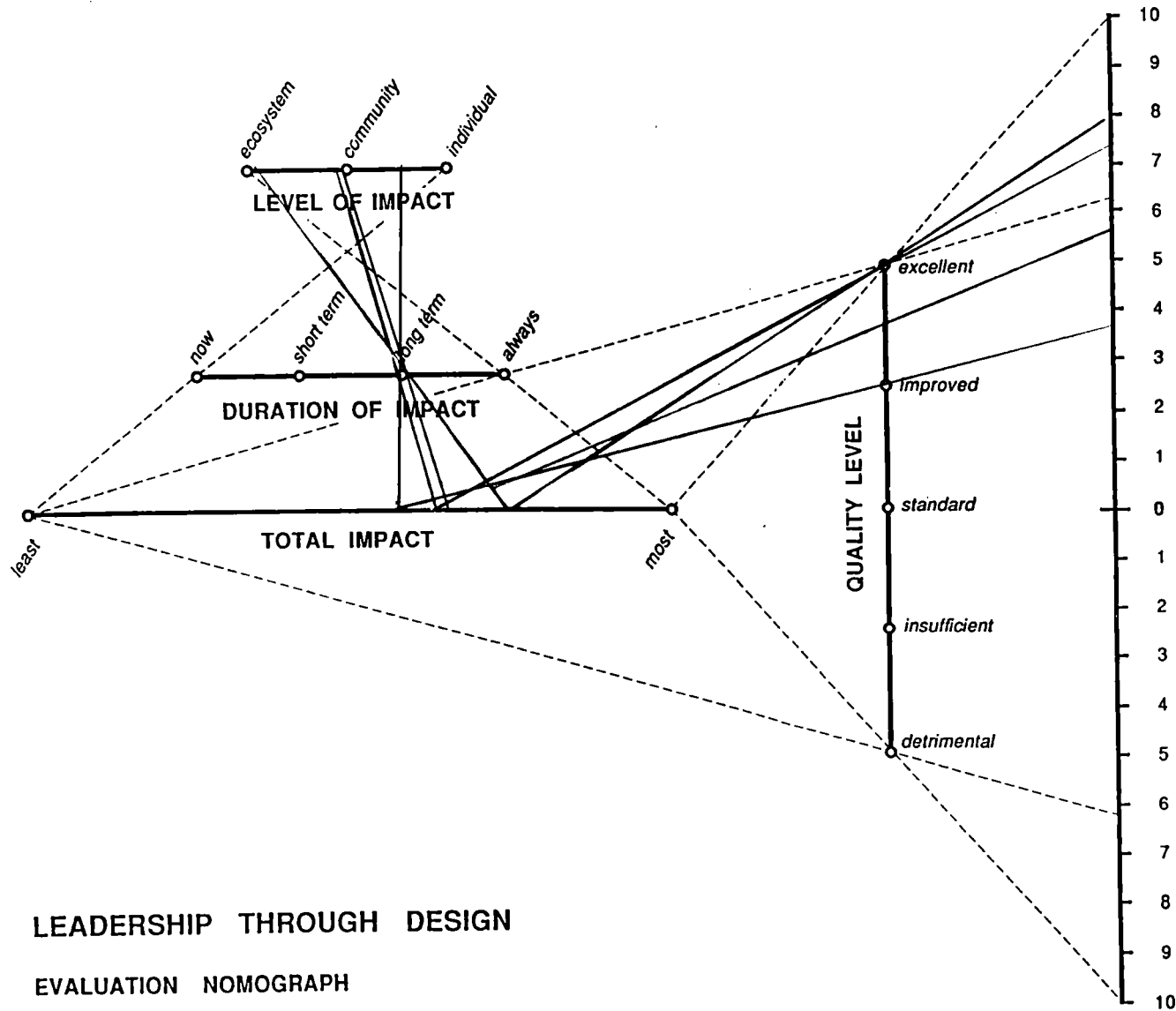
Let's look at **FORM/AESTHETICS/ART**, something more local. We apply this **Criterion** by indicating *Community* on the **Level of Impact** line and recognize its ability to stay around for awhile by indicating *Long Term* on the **Duration of Impact** line. Let's say we think its point on the **Quality Level** line should be at *Good* since it is a well-executed piece of work. So that takes us to a 5 3/4 rating on the scoring scale.

Let's take one of the areas that Kathleen saw some opportunity for improvement, **HEALTH/SAFETY/COMFORT**, focusing on "green building" decisions -- selection of paint, materials, etc. That aspect of the building impacts more than the group of people who use the building. So we locate it between *Individual* and *Community* on the **Level of Impact** line. And it goes at *Long Term* on the **Duration of Impact** line. We will say that they did a relatively *Good*, but not an excellent, job on the **Quality Level**. Now we arrive at a rating of 3 3/4 on the scoring scale.

So those are the kind of examples you get in evaluating this kind of project on the Nomagraph. If you were evaluating a group of single family residences or group of regional plans or a product or a book, your discussion would be very different. But if you look at a range of Nomagraph ratings done by reviewers for a group of projects, you will find that they tend to cluster. You can easily identify the level of understanding of the criteria applied to a project, as the various ratings will cluster at the same point.

.....
Kathleen, update: We are continuously learning. As I look at this material that we put together a year ago, I am pleased to see that my personal growth continues. The world today looks different to me than it did then. The urgency of our work is clearer. Business as usual will not work any more. Awareness is growing. Many more of us understand that we have alternatives and they are preferable to our customary ways.

PACIFIC ENERGY CENTER NOMOGRAPH



LEADERSHIP THROUGH DESIGN
EVALUATION NOMOGRAPH

ENTRY NO. _____

CRITERIA RATINGS

Economics	<u>8</u>
Environment/Conservation	<u>7.5</u>
Form/Aesthetics/Art	<u>5 3/4</u>
Health/Safety/Comfort	<u>3 3/4</u>
Function	_____
Management/Process	_____
Society/Culture/Politics	_____
Spirituality/Humanity	_____
Technology	_____
Overall	_____
Other	_____
TOTAL	

COMMENTS

EXHIBIT REVIEWERS

Comments on the Process

Approaches to the Criteria

CWED Leadership Through Design Exhibit 1993

REVIEWERS' COMMENTS and APPROACHES

ECONOMICS

Criterion: What was the initial budget? How well does it meet that budget? Does it exhibit creative ways of reducing first costs? What are the life cycle costs? Does it conserve fiscal resources over time? Does it include innovations in financial management? Does it minimize maintenance and operation expense?

Mary Comerio, Reviewer

Assistant Professor of Architecture at UC Berkeley in community design and development economics. Principal of Arch Resources, consulting on architectural and planning policy.

In reviewing the exhibit projects, I found that most did not really address project economics except to say that they were "on time and on budget" or to say that the clients did not have much money and therefore "budget was important." Project Economics is more than "being on time and on budget." It is more than meeting life-cycle costs.

Most architects do not think about how a project is developed or financed nor understand the marketing or feasibility studies conducted on all private and most public projects. It is essential to understand the basic physical and financial goals the client has set out for a project. Project budgets are

- a function of the building's income
- governed primarily by the marketplace
- influenced by the quality of the space as designed.

It is important to understand the marketing strategy and tailor the design to fit these goals. Once a budget is set and a design complete, inevitable changes and/or cost cuts need to be made over the course of a project. The designer needs to be an advocate for the user as well as for the client, and tough trade-offs may be involved. The better informed the designer, the more sensitive the decision-making process. For instance, should you really eliminate patios from an elderly housing project to save money?

Further, architects are increasingly faced with impossible tasks:

- designing affordable housing that is sensitive and liveable,
- making building safer and more accessible while still affordable,
- designing a quality project on a limited budget with a limited fee.

Architects need to know when to say no - when there are reasonable trade-offs and when there are not. To be responsible designers, we must understand the economics of building in order to do our job and to know when to stand up and say some things are better left undone than done badly.

ENVIRONMENT/CONSERVATION

Criterion: Is the project location sensitive to bio-regions, conservation of natural resources, protection of wildlife and natural ecology? Does the choice of materials reflect principles of green design? Over time, does the project conserve energy, water and other resources? Does the project minimize waste, effluent, toxic discharge? Are the structure and materials ultimately recyclable?

Judy Corbett, Reviewer

Executive Director of the Local Government Commission, a membership organization for elected officials interested in environmental issues. Co-developer and planner of Village Homes Resource Efficient Development in Davis, California and author of a book on energy efficient residential design:

"In today's world design decisions must take into account a complexity of issues. The CWED selection process acknowledges this and provides a comprehensive, well-considered method for judging the work of our peers. Even more important, the CWED process offers a way of thinking about design that will improve the quality and ultimate contribution of all our work."

The process of constructing a new building and the ongoing use of that building will have a significant impact on the environment. An aware architect or planner can do a great deal to minimize this impact. Design professionals play a critical role in assuring that new growth in California does not damage the quality of life in our communities and does enhance their special character.

In reviewing projects, I looked for:

Transportation Impacts. Half of all the energy consumed in this state is used for transportation purposes. Auto use is the single most serious contributor to air pollution. Recent research is showing that auto by-products are also significantly contributing to water pollution. As traffic congestion increases, our quality of life is seriously deteriorating.

- Does the project both allow and make it pleasant to walk to surrounding uses or to transit?
- Will the people who will be using this new facility be able to carry out their daily needs by walking or using transit?
- Will the services provided by this building reduce nearby residents' dependence on the single-occupant automobile (for instance, is it a new restaurant in a business park or a mixed-use commercial facility near a residential neighborhood)?

Admittedly, the selection of the site or the use of the building is determined by someone other than the architect or planner. However, I believe that it is important for us, as CWED reviewers, to encourage and reward pedestrian- and transit-oriented land-use planning and to avoid giving awards to projects which will significantly increase the use of the single-occupant auto, even when they are well designed according to other standards.

Building Energy Efficiency. Through proper design, heating, cooling and lighting costs can be reduced by 50% or more. Saving energy also reduces the air pollution associated with energy production. Generally, buildings which reflect the culture and the history of the region will be energy efficient.

California's Title 24 energy-conservation building standards are a concrete measurement of the energy efficiency of a building. Award applicants should indicate whether they have, at a minimum, met these standards. Outstanding projects will have exceeded the State standards.

Reduction of Solid and Hazardous Wastes. The process of constructing a building may require the use of toxic substances. There are alternative products available today which can avoid the use of these products or reduce their negative environmental impacts. It is also important to consider the longevity of the materials selected so that buildings themselves do not become tomorrow's solid waste.

Buildings should be designed with the ideas in mind that the occupants will be recycling certain materials.

- Do building specifications, to the extent possible, dictate the use of paints, preservatives and other products which are nonhazardous?
- Are building materials specified which are long-lasting?
- Are places provided for conveniently storing recyclables?
- Is the structure designed to provide easy access for the pickup of recyclables and reusable products by collection vehicles?

Water Conservation. Water is becoming an unpredictable resource in California. It is critical that both buildings and landscapes be designed to minimize the use of water and to recycle or reclaim water where possible.

- Are flow restrictors specified?
- Are low flow toilets specified?
- Is the plumbing designed to make it possible to use reclaimed water or gray water?
- Are landscape materials drought tolerant?
- Does the landscape drainage system allow water to be reabsorbed rather than run off?
- Does the irrigation system minimize the use of water?

Land Conservation. Award winning projects will conserve

- natural habitats,
- water sheds,
- agricultural lands.

FORM/AESTHETICS/ART

Criterion: Is the project appropriate to its context in terms of scale, form, visual impact?
Does the project enhance the area, give beauty, art, harmony, color, etc?

Mui Ho, Reviewer

Architect, Lecturer in Architecture at UC Berkeley, founding member of the Organization of Women Architects, Principal of Mui Ho Architect, designing community, institutional and residential projects:

"I admit that at first I was slightly skeptical about this process, but as I used it, I found it to be a very comfortable and efficient way to evaluate design projects. Because we were asked to evaluate only one particular area, we were able to concentrate on one aspect of the project from beginning to end. I could look at all the projects individually, not comparatively, and focus on each one's strengths and weaknesses."

It is especially reasonable in terms of form, aesthetics and arts to judge each solution within the context of its own givens. These are very subjective criteria, eliciting arbitrary judgments, unless they are considered as functions of a program, a site and a physical and human environment. They are driven by culture, by place and by people.

Unlike many architectural competitions, the CWED exhibit is based not only on visual images but on

- the reasoning behind the solutions,
- the response to site conditions, and
- the appropriateness of the end result.

Reviewers need thorough information regarding

- the program requirements,
- the site and
- the existing environment.

Entries that provide a complete description and explanation of the process behind the project are likely to receive more attention. This information affords the reviewers greater insight into the entrant's thinking and facilitates their evaluation of the project.

HEALTH/SAFETY/COMFORT

Criterion: Does the project meet the basic standards? Does the project enhance physical comfort and well-being through material chosen for acoustical, lighting, thermal, ventilation needs? Does it avoid using products with undesirable by-products? Does the project enhance psychological comfort and well-being through a sense of security and accessibility?

Victoria Schomer, Reviewer

Interior Designer, ASID. Publisher of INTERIOR CONCERNS NEWSLETTER for environmentally concerned interior designers, architects and other professionals, Mill Valley, CA:

"I commend these efforts to put together an evaluation process focusing on these issues. It forces thinking on different dimensions and serves as a reality check on design standards, which are usually mostly visual. This process will expand designers' skills by requiring them to describe specified products in detail."

To satisfy the selection factor of Health/Safety/Comfort, it is mandatory to include more detailed information than presented in this year's project descriptions.

- 1.Explain how, through elements of the design packages, the project can be deemed more humanized than another project.
 - What elements in this project physiologically and psychologically support its occupants?
 - What elements offer assistance in living more harmoniously in the occupants' social environment?
- 2.How does this project approach energy efficiency and resource efficiency?
Describe the building envelope:
 - orientation
 - maximum use of daylight
 - solar assist system
 - windows
 - insulation
- 3.How do material selection and use potentially impact indoor air quality? List, with product content, application and installation:
 - interior finishes
 - interior furnishings
- 4.How are potential indoor air problems being addressed or alleviated? In what unique ways?
 - operable windows
 - improved HVAC system
 - outgassing period prior to move-in
 - "bake-outs" of products/materials
 - special outside ventilation of copier spaces

MANAGEMENT/PROCESS

Criterion: Is the project professionally innovative? What kind of research underlies its program? Does it exhibit new management, procedure or process? Is it an example of excellence in project management, coordination, partnering, communications, publicity, writing?

Gabriela Bueno, Reviewer

Architect, former head of design for Bechtel Corporation for major infrastructure, transportation and institutional projects. Principal of Gabriela Bueno Consulting, a facilities planning and management firm:

"What impressed me most about CWED's Design Criteria and Nomograph is that, in working with them, one engages in an exciting process of discovery. The values, issues and concepts embodied in each of the Criteria emerge in a new light and a new language in the context of holistic and responsible design."

In my view, management is responsible for establishing and meeting the project's scope, budget and schedule. The size and complexity of a project dictates the level of management required to achieve the project's objectives.

The process of management generally involves:

- planning
- organizing
- staffing
- directing and controlling
- providing a work environment conducive to maximum productivity.

For clarity, it is helpful to think of management as operating in two distinct environments.

One, involving the project and dealing with:

- project team, including designers, consultants, partners, etc.
- direct contributors, such as contractors, etc.
- indirect contributors, such as suppliers, subcontractors, etc.

Two, addressing the world outside the project and dealing with:

- client relations
- government relations (regulatory agencies)
- public/media and community relations
- project financial management
- personnel management
- labor relations.

Taking into account the above, and as applicable, designers need to explain briefly the management aspects of their project and highlight the management challenges unique to that project.

SOCIAL/CULTURAL/POLITICAL

Criterion: Does the project conserve and support cultural resources? Is social interaction and functioning enhanced? Does the project support social justice and enrichment? Does the project support disadvantaged groups such as aged, juveniles, poor, homeless, ethnicities, etc.?

Clare Cooper Marcus, Reviewer

Professor in Architecture and landscape Architecture, UC Berkeley. Trained in cultural geography and city planning, author of three books on the social design of housing, co-principal of the firm People Environment Connections, collaborating with architects on the rehabilitation of public housing projects:

"At last, a way to evaluate design projects objectively! I've been on a number of award and exhibit juries, and this is the first time I felt that the process of selection was logical and comprehensive enough to take into account the many issues that make for 'good design'."

What I looked for:

1. Context

Did the design seem appropriate to its setting? Some entries gave little information on context, either land use or aesthetics, so it was hard to judge. Design cannot be evaluated in a vacuum!

The weight given to context varied in terms of building type. For example, people almost expect a museum or gallery to stand out and look different. The rich want their houses to "stand out." The less well-off, in general, want housing to blend into the neighborhood. Most people, especially if they (the residents) are low-income or disadvantaged in some way, do not want housing to stand out.

2. Aesthetics/form

Designers need to remember that they are basically designing for the user-client, not the committee who pays the bills, not their peers, not the magazines, not themselves. Particularly in the area of housing, residents are conservative, wanting to feel they're living in what they can perceive as "a house." Hence, experimental styles are inappropriate in multi-family or affordable housing. Unusual materials, form, styles, etc., are much more acceptable in commercial buildings, museums, cafes, etc., than in housing.

Few entries were concerned enough with:

- site planning - what happens between buildings - scale, function, planting, gradation, etc.
- views - looking out from the building as well as looking at the building - the issue of lowering perceived density via use of landscape design in medium-density housing, for example, was scarcely addressed.

3. Function/comfort

Some entries provided scant information about users and didn't articulate how their needs - for example, for privacy, community, recreation - had been translated into form.

On the whole, there was not enough information about the qualitative aspects of the design program, that is, beyond square footage and necessary adjacencies, what were the feelings and qualities you were trying to enhance and how did you go about it?

4. Different users

Children, teens, the elderly, for example, perceive, evaluate and use the environment differently from adults. There was not much recognition of this fact. Play areas, for example, in several housing schemes might be eye-catching but had little to do with what kids actually like to do.

Overall, there were many interesting and thoughtful entries, but not a lot which took care

- to address the needs of users, or
- to specify the goals and assumptions about use, or
- to clearly articulate how those assumptions were translated into form.

On the whole, entrants need to offer more information in writing about the thinking behind their designs.

SPIRITUALITY/HUMANITY

Criterion: Is the project supportive of human spirit and nobility? Does it enhance human performance, spiritual understanding, psychological growth? Is it inspirational? Does it have a sense of wholeness, aliveness, harmony?

Eliza Linley, Reviewer

Episcopalian minister and architect. Specialist in the architecture of churches and other sacred spaces:

"Every time I come into contact with women from different creative disciplines, I find a great willingness to make the most of ways we can learn from one another. The CWED exhibit is a case in point, as it brings to the creative process a richness that single-minded or narrowly focussed study is apt to pass over. Working as a reviewer, it has been a joy to see the cross fertilization of interests and concerns embodied in so many of the projects."

Spirituality is not necessarily fuzzy, but in order to assign a quantifiable value scale to an area where there is so much room for individual interpretation, it is necessary to be somewhat rigorous in defining the category. Of course, not everything in the realm of spirituality/humanity is quantifiable. Far from it. And yet there are ethical systems which have been historically useful in dealing with spiritual issues similar to those elicited in the rating process. I found it helpful to look at one in particular.

In reviewing projects, one central question came up frequently relative to this selection factor, it is a theological debate of centuries' standing, the moral/aesthetic question:

- Are we to place social justice concerns above beauty as a goal for the common good? Sometimes? Always? Does a sublimely beautiful building/painting/poem lose its spiritual value if it has no moral value?
- Or does aesthetic value constitute, to some degree, moral value as well? (Beauty is good.)

Ideally, the two go hand in hand. But in an imperfect world where, among other injustices, society often operates according to the profit motive, such is not often the case. Let us say that beauty constitutes a good of its own, as does justice. In the realm of design, then, is it ever possible to truly separate the two?

- Can a building be beautiful if it promotes injustice? or
- Can a politically correct project ennoble the human spirit if it is ugly?

I believe not. A project which is actually deficient in either respect is, to a greater or lesser extent, soul-deadening, and therefore should not be able to score much above a neutral reading on this scale. For an aesthetically-pleasing project, then, to receive a high score in this category, it must be at least morally non-maleficent (it must not produce harm). Therefore, even a single-family residence using more than its share of resources in energy

consumption, materials, space and money cannot, however beautiful, inspirational, etc., receive higher than a neutral score on this scale.

Similarly, a project invested with the highest social motives can only receive a high score if it is aesthetically non-maleficent (does not detract from the aesthetic environment). Since we, as designers, are limited by the moral values of our society, this sets up a pretty high standard.

Having determined this interrelationship, it follows that:

- there is an intrinsic overlap between the spiritual/humane and almost all other factors,
- moral and aesthetic concerns are inextricably interrelated: that which is morally good has some aesthetic value, and vice versa,
- and implies that, at least for the purposes of this exhibit, the designer becomes morally responsible for the program, or at least for having accepted the project in the first place.

OVERALL IMPACT

Criterion: What is the overall impression of the project - to the user, the public, the owner, the profession? Does it have a sense of being wonderful, right, contributory, exciting? Does it seem to have real value now which will enhance our future?

Anne Ewing, Reviewer

Principal planner for San Diego County, member of planning team for Otay Ranch, a 23,000 acre multi-village community with responsibility for the development of a 12,000 acre wildlife preserve. Supervisor of all environmental reviews for southern San Diego County:

"The Nomograph identifies the enduring elements of good professional design. It places high value on projects that nourish the human spirit and encourage environmental sensitivity. Tomorrow's successful projects are being identified by CWED's Nomograph today."

In general I looked for project design that created a sense of harmony in function, design and materials between the intended use of the structure and its environmental setting. Some factors influencing my decisions would be reflected in buildings which would:

- 1) effectively meet the needs of the occupant,
- 2) exude a warm ambience or style which welcomed the occupant,
- 3) reflect environmental sensitivities in design and function,
- 4) harmonize and complement its surroundings,
- 5) be constructed within a reasonable budget,
- 6) provide a healthy, happy atmosphere,
- 7) over time, become an extension or a symbol of the lives and work of the occupants.

APPENDIX

Case Study: Responses to Criteria

CASE STUDY: RESPONSES TO DESIGN CRITERIA

**PACIFIC ENERGY CENTER
851 Howard Street, San Francisco**

Kathleen Cruise

ECONOMICS:

The Project had many economic challenges and successes. A very complex regulatory process established the initial budget long before a specific scope of work was established. Total project budget from inception through 1991 could not exceed \$8 million. Because unexpended funds were lost, there was an incentive to spend all the money as well as the commitment to stay within the budget. Total project cost was \$7,840,000--2% under budget.

Hitting the budget with such precision was extremely challenging for many reasons. The special project was not a capital project and did not have the benefit of effective capital project accounting system. As project manager, I retained a part-time project cost/schedule engineer to carefully monitor and control project costs. The costs were a combination of many different sources including: design, construction, staffing, consultants, marketing, furniture, fixtures, equipment, exhibit design and construction, security, utilities, lease costs, etc.

The extraordinary fast pace of the project also created economic challenges. Monitoring and controlling costs pro-actively took a commitment to make all economic impacts clear immediately. Making decisions and deciding the economic consequences later would not work.

The facility design minimizes steady-state operating costs. Ease and efficiency of maintenance, operation and security were important design parameters. The Center technology and design and construction techniques were reviewed for cost-effectiveness as well as energy efficiency.

A global and important economic impact of the Center is that as we become efficient we reduce our investment in energy. The money not wasted on inefficiency is available for constructive economic development.

ENVIRONMENTAL CONSERVATION

The Pacific Energy Center focuses on environmental conservation in a number of ways:

- It minimizes transit impacts because it is located within walking distance of Bart, major Muni lines and half of the design professionals in the PG&E service territory.
- It is daylit throughout, and the lighting, HVAC and control systems are significantly more efficient than required by Title-24.
- Water is conserved and occupants recycle.

As an important marketing tool in PG&E's commitment to avoid building new power plants in this decade by offsetting increased energy demand through efficiency, the Center helps facility professionals (owners, designers, contractors and operation and maintenance personnel) and residential customers learn how to use less energy without sacrificing comfort. Offerings, exhibits, displays, demonstrations, classes and technical print material provide *cold facts* -- specific technical information about efficiency, *hot tips* -- action items that people can go do to make a difference and *eco-watches* -- the environmental impacts of energy choices.

FORM/AESTHETICS/ART

The Pacific Energy Center's pristine, white facade distinguishes it as a leader of change on the busy, diverse, previously industrial block of 851 Howard Street. The project transformed a 25,000 square foot, 1920 vintage building from an outdated newspaper headquarters to a forward-looking showcase of energy efficiency. Inside, the open, articulated building systems, the roughness of the original structure and the sleek, colorful hi-tech displays and demonstrations contribute striking form to the airy space.

Color clearly leads visitors through the facility, emphasizing the lessons to be learned on the four stories, each with a different character reinforcing its learning mode. The main floor of exhibit, displays and classrooms is carpeted, acoustically protected and has a vibrant, comfortable quality that nurtures our love of learning. A bright yellow stair railing draws practitioners to the second floor where the architectural character changes. The hard surface floor and the laboratory atmosphere make us want to roll up our sleeves and experiment. The wide-open roof-top station inspires us to take our lessons out into the world and apply them. The rich warmth of the ground level resource center provides comfort while we dig deep into technical literature or use sophisticated computer applications to solve problems.

The Center also provides inarguable evidence that energy efficiency can be cost-effective, aesthetically pleasing, comfortable, and fun.

FUNCTION

The Center's purpose is to help people learn to make the most effective energy choices for both commercial and residential buildings by displaying and demonstrating cost-effective, energy efficient technology and design techniques.

The Center design provides a flow-path for the public and another flow-path for practitioners, each encouraging customers to self-pace comfortably. The exhibits for the public are instructive, engaging, interactive and self-guided. The professional offerings are both self-guided and guided. The instruction is carefully researched. Each lesson is learned and reinforced intuitively, reflexively, experientially, and by observation. Visitors can see it, touch it, hear it and do it. The layered information makes it possible for everyone--from the novice to the advanced practitioner--to learn regardless of his or her proficiency or experience.

The Center design accommodates professional organizations as well as individuals. The conference center provides outstanding audio-visual equipment and is used for professional society meeting as well as classes and workshops. The lighting and HVAC class rooms are

cutting-edge environments for learning. The resource center provides up to the minute technical information and computers and software to support excellence in energy efficiency. The Center has a complement of subject matter experts in energy aspects of architectural design, daylighting, lighting and HVAC designs. The consultants provide information, services and coaching on energy decisions. The Center sponsors educational seminars on a variety of energy related subjects.

HEALTH/SAFETY/COMFORT

At the Center, people who make energy use choices -- building owners (and those that influence them such as financial institutions, corporate executives, regulators, etc.), design professionals, contractors and operation and maintenance professionals learn about using our resources efficiently while creating built environments that are sensitive to human and environmental factors. By advancing energy-efficient methods, the Center is reducing the adverse environmental impacts of power generation. By encouraging energy efficiency through effective orientation, configuration, fenestration, envelope design, daylighting and advanced technology in lighting, HVAC and controls, and by advocating efficient and effective design, construction, operation and maintenance, the Center enhances the environment. At the Center we learn that health, safety and comfort are bonuses of energy efficiency.

MANAGEMENT PROCESS

PG&E announced in the 1989 annual report that the Center would open in 1991 and designated it as the Company's # 1 project. Due to the tight schedule and high visibility, project management was critically important. Before a site was selected, I was named Project Manager in July 1990. I was responsible for the scope, schedule and budget of the entire project including: site acquisition, programming, design and construction of the physical facility, organizational design, educational design, image, marketing, advertising, communication, operation, maintenance, security, regulatory approvals, furnishing, equipping, policy procedure development, etc.

Careful up-front planning for the fast-track, fast-paced project was essential for success. In to be quick, flexible and responsive, we kept the project team very small. The staff was flexible, versatile and very experienced.

To make sure the scope of the Center was visionary and inclusive, we established an advisory committee of subject matter experts, industry leaders, design and construction professionals, regulators, educators, researchers and energy professionals. We retained a rich complement of internal and external consultants and contractors in many areas: architectural project management, programming, design (architectural, structural, electrical, mechanical, energy, acoustical, interior design, etc.), construction project management, construction, law, permitting, exhibits design, exhibit construction, security, telecommunications, image, graphics, communications, advertising and marketing.

Team building, project meetings, monthly reports, communication, schedules, budgets were all essential to the project success. The opening of the facility at 851 Howard Street on

December 5, 1991, was a smashing success. The Project Team received PG&E's Chairman's Award, PG&E's highest honor as an acknowledgment of the project success.

SOCIETY/CULTURE/POLITICS

The Pacific Energy Center has powerful impact on our society, culture and politics. Leaders come to it to learn the lessons offered on energy efficiency, the impacts on the environment and how to make a difference. By learning how to make more efficient choices, the Center's clients help reduce the use of energy that helps minimize the cost of service by avoiding the expense of developing new capacity. It also helps us reduce dependency on foreign energy sources.

The Center continues to receive enormous press. It has been featured in all the major newspapers and trade journals as all local TV stations as well as national. The Center, widely recognized as the best of its kind, is the benchmark against which other utilities are measuring as they follow quickly and develop centers of their own.

The impact of the Center exceeds expectations and reaches beyond the limits of PG&E's service territory. We have had countless visitors from most of the major utilities in our own country and other countries. International visitors from around the world have come to find out what we did and how we did it. Many important political figures, both local and national, visit the Center.

SPIRITUAL/HUMANITY

By enabling visitors to understand the impact and importance of their energy choices and empowering them to make efficient choices, the Center energizes, motivates and uplifts. The Pacific Energy Center experience is transformational in that it moves away from the hopelessness and helplessness that people experience when they feel over-powered by environmental concerns, to the empowering position of understanding and knowing how to make a difference. The Center itself is such a comfortable place to be and work that it inspires visitors to make their own environment more efficient, to make their designs more respectful and responsive to environmental opportunities and technological possibilities. It is a wonderfully lively, healthy, joyful, harmonious environment that is powerful enough to withstand continuous improvement and dynamic change.

TECHNOLOGY

The Pacific Energy Center showcases cost-effective, energy efficient technology and design techniques. It displays and demonstrates in the technological state-of-the-art in unique and innovative ways.

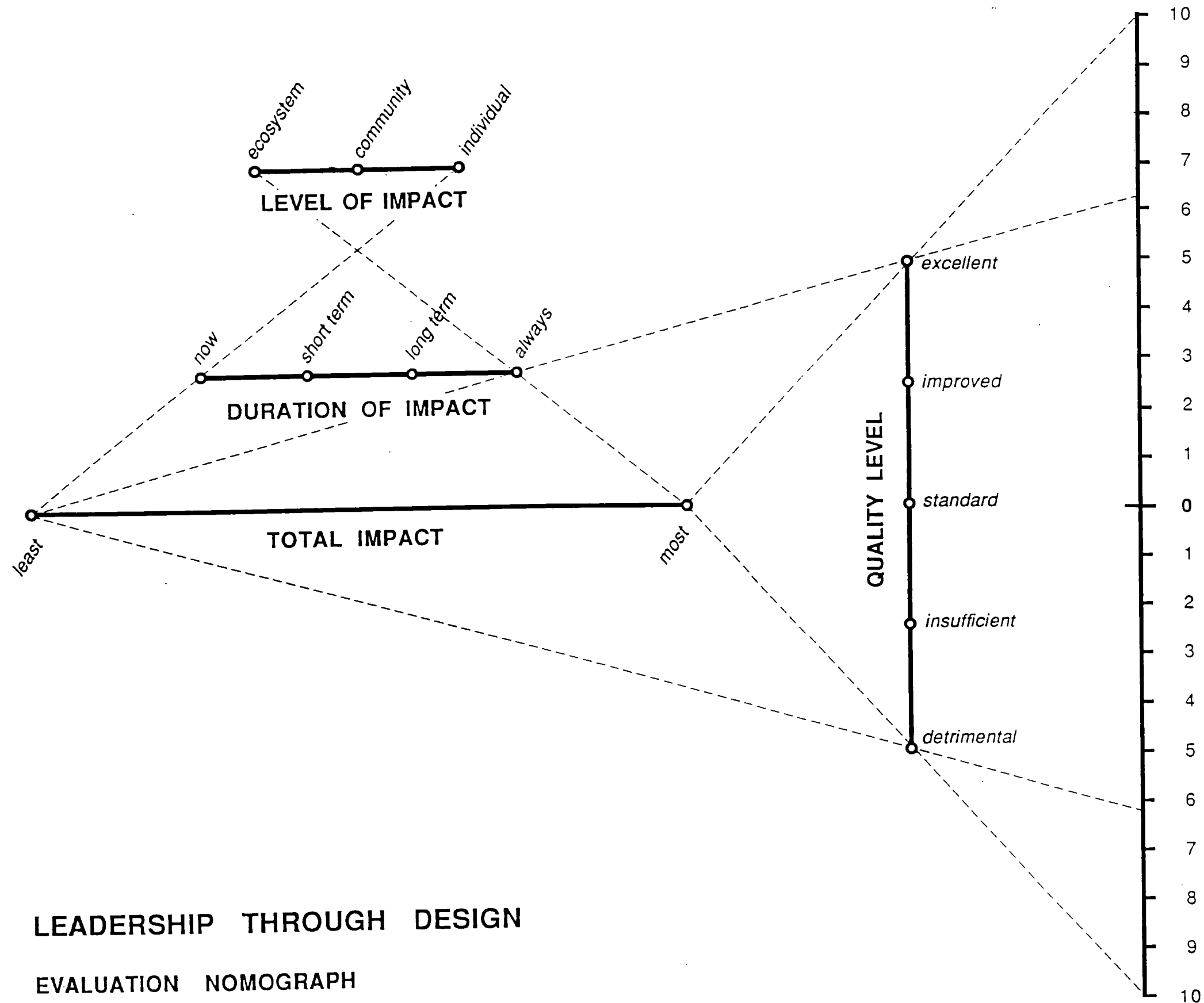
We selected the technologies that we felt were the best of their kind meeting the cost-effective, energy efficient criteria. Technologies and techniques with market acceptance, reliability and availability available are displayed and demonstrated. Exceptions are clearly identified as "emerging technologies" (those that are not yet market-ready) or demonstrations.

Because the Center is a very desired display opportunity for manufactures it is becoming an increasingly powerful influence of product design, efficiency and acceptance.

OVERALL IMPACT

The response to the Center has exceeded expectations, as more that 10,000 visitors used the Center during the first year of operation. Visitors consistently respond enthusiastically and indicate that the Center has empowered them to make more efficient choices. The Center has already proved its resource value to the building community in PG&E's service territory.

The overall impact of the Pacific Energy Center is extra-ordinarily powerful. Visitors to the Center shift the way they relate to the built environment. Both the senses of responsibility and ability are enhanced. Building owners, design professionals, contractors, maintenance and operation personnel and residential customers gain new perspective on what their environments can be like and what they can do to make a difference. All visitors have the importance of using our resources wisely and the knowledge of how to do it strengthened. The Center is a wonderful contributing source of information vital to a transformational shift to a livable, sustainable built environment.



LEADERSHIP THROUGH DESIGN
EVALUATION NOMOGRAPH

ENTRY NO. _____

CRITERIA RATINGS

Economics	_____
Environment/Conservation	_____
Form/Aesthetics/Art	_____
Health/Safety/Comfort	_____
Function	_____
Management/Process	_____
Society/Culture/Politics	_____
Spirituality/Humanity	_____
Technology	_____
Overall	_____
Other	_____

TOTAL

COMMENTS

