

Ecology Issued Publication Number: 07-04-044

*To ask about available formats for the visually impaired please call the Hazardous Waste and Toxics Reduction Program at 360-407-6700. Persons with hearing loss can call 711 for Washington Relay Service. Persons with a speech disability can call 877-833-6341.*

WASHINGTON STATE DEPARTMENT OF ECOLOGY  
HAZARDOUS WASTE & TOXICS REDUCTION PROGRAM



*Benefits to Business & the Environment*

**Final Report on Ecology's  
Business Assistance & Incentive Program**

Revised July 16, 2007

Prepared by



Colehour+Cohen • IEC • PPRC • Ross & Associates

## ACKNOWLEDGMENTS

As the prime contractor for this work, Cascadia Consulting Group would like to gratefully acknowledge the valuable contributions of the following individuals toward the design and development of Ecology's Business Assistance & Incentives program.

### Department of Ecology-Hazardous Waste & Toxics Reduction Program

Darin Rice  
Ken Zarker  
Chris Chapman  
Michelle Underwood  
Kimberly Goetz

### The Consultant Team

IEc: Chiara Trabucchi, Christine Lee, Angela Vitulli, Tracy Dyke-Redmond  
Ross & Associates: Tim Larson  
PPRC: Chris Wiley, Debra Taevs  
Colehour+Cohen: Julie Colehour, Amanda Godwin

### Beyond Waste Advisory Committee Members

John Berdes, *Shorebank Enterprise Pacific*  
Kevin Burrell, *Environmental Coalition of South Seattle*  
Shaw Canal, *Shorebank Enterprise Pacific*  
Susanne Croft, *City of Spokane*  
Charlie Cunniff, *ECOSS*  
Pat Doscher, *The Boeing Company*  
Steve Friddle, *City of Olympia*  
Carolyn Gangmark, *U.S. EPA, Region 10*  
Bill Glasser, *EPA Performance Track*  
Rich Gustav, *Seattle Public Utilities*  
A.P. Hurd, *McKinstry Company*  
Bart Kale, *NUCOR*  
Michelle Long, *Sustainable Connections*  
Mo McBroom, *Washington Environmental Council*

Grant Nelson, *Association of Washington Businesses*  
Don Schride, *Rainier Ballistics*  
Gregg Small, *Washington Toxics Coalition*  
Jerry Smedes, *Smedes and Associates*  
Gary Smith, *Independent Business Association of Washington State*  
Patrick Soderberg, *Thurston County Health Department*  
Susan St. Germain, *Community Trade and Economic Development*  
Mike Thompson, *Capitol City Press*  
Laurel Tomchick, *King County Department of Natural Resources & Parks/EnviroStars*  
Suzanne Tresko, *Spokane Regional Solid Waste System*  
Diamatris Winston, *City of Olympia*

### EnviroStars Coop

Anita Hicklin, *Jefferson County Public Health Department*  
Jan Brower, *Kitsap County Health District*  
Neils Nicoliasen, *Kitsap County Health District*  
Lindsay Spencer, *Tacoma-Pierce County Health Department*  
John Sherman, *Tacoma-Pierce County Health Department*

Troy Rowan, *Tacoma-Pierce County Health Department*  
Ray Carveth, *King County Department of Natural Resources & Parks*  
Dave Galvin, *King County Department of Natural Resources & Parks*  
Penni Lempere, *Whatcom County Public Works Department*



In the interest of waste prevention, this report is intended for electronic distribution and viewing. If a hard copy is required, please print double-sided on recycled paper.

## TABLE OF CONTENTS

<b>Introduction .....</b>	<b>4</b>
<b>Design &amp; Development .....</b>	<b>4</b>
Approach & Key Activities.....	4
Findings & Recommendations .....	5
<b>The Program .....</b>	<b>6</b>
Program Goals.....	6
The Basics: Environmental Results Program (ERP).....	7
Beyond the Basics: EnviroStars.....	8
<b>Key Decisions .....</b>	<b>9</b>
<b>Recommendations for Moving Foward .....</b>	<b>10</b>
<b>Conclusion .....</b>	<b>11</b>
<b>Electronic Appendices.....</b>	<b>12</b>
<b>Attachment 1: Draft Program Framework .....</b>	<b>13</b>

## INTRODUCTION

The Beyond Waste plan sets an ambitious goal for the state to transition to a clean economy, where waste is viewed as inefficient. However, the current set of tools to help Ecology achieve its environmental goals - regulations and enforcement - is not enough. Permissible levels of toxic chemicals, air pollution, and polluted water all pose increasing risk to citizens and the environment. While large regulated facilities play a role in creating these risks, so do citizens, government agencies, and thousands of small and medium businesses with potentially significant cumulative environmental impacts.

It is estimated that some 164,000 businesses with less than 100 employees exist in Washington State. Of those businesses, Ecology estimates there to be some 56,000 potential small quantity generators (SQGs) of hazardous waste. While SQGs potentially have significant cumulative impacts on the environment, many of these businesses fall below the regulatory radar. A new way to engage this audience is needed. Ecology's goal is to develop a business assistance and incentives program that delivers reliable information and assistance, coupled with appealing incentives, to drive environmental outcomes that are good for both business and the environment. The program is intended to inspire environmental actions in three key areas:

- Reducing Waste and Toxics Use
- Protecting Waters
- Curbing Greenhouse Gases & Air Pollution

Therefore, it is vital that this effort transcend Ecology Programs and agencies and connect to high-profile environmental initiatives at the state-level.

This report summarizes progress from the first 10 months of design and development of Ecology's business assistance and incentive program, highlights key decisions for moving forward and summarizes key recommendations and next steps. The product of this work - the draft program framework - is presented in Attachment 1.

## DESIGN & DEVELOPMENT

### **Approach & Key Activities**

A broad and diversely skilled consultant team worked with Ecology over 10 months to develop the current program framework. The design and development process involved activities in four core areas:

1. **Refining Ecology's vision and desired outcomes.** Key staff from the consultant team and Ecology participated in four formal design and development meetings. In addition, weekly team calls were conducted to refine program design along the way.
2. **Learning from similar experiences in the region and in other states.** The consultant team reviewed and documented key lessons from some 20 statewide voluntary leadership programs, 16 Environmental Results Programs, and local and regional leadership programs.
3. **Understanding and incorporating the interests and needs of key stakeholders.** The consultant team and Ecology formed an advisory committee of 24 stakeholders representing business, government and citizen interests to provide input and direction on the design of Ecology's program. Three meetings were held with this group: January 4, 2007, April 5, 2007 and June 26, 2007.
4. **Understanding and incorporating the interests and needs of potential program users.** The consultant team conducted market research with potential program users to gauge potential interest, motivations and key barriers to participate in the program.

## Findings & Recommendations

Over the course of 10 months of research, stakeholder engagement and program design and development, several key recommendations rose to the surface and played a major role in shaping the proposed program. Following is a summary of the critical themes and recommendations conveyed by stakeholders, potential program participants, consultant team members and Ecology staff. For more detailed information, please see the electronic appendices included with this report.

### *Broader Program Recommendations*

- **Build on, connect to, and leverage successful efforts.** A successful program will connect to similar efforts and leverage high-profile environmental initiatives. Building on and connecting to successful efforts underway such as EnviroStars, Environmental Results Program (ERP), Performance Track, ISO14000 or LEAN Manufacturing and leveraging statewide initiatives such as the Governor's Puget Sound and climate change initiatives are critical for building and sustaining momentum for the program.
- **Plan for adequate resources.** Ecology will need to commit to the future of this effort. Vision, patience and creativity are necessary for its success. Additional resources to provide the specialized assistance, tools and benefits are required.
- **Leverage and build partnerships to sustain and grow the program.** It will be important for Ecology to understand and operate within its niche and then to partner to create additional capacity. Local government, non-profits, larger businesses, trade associations, utilities, students, retirees and other government programs were all cited as critical partners to help overcome resource and implementation challenges, as well as establish credibility and trust (in particular, trade and industry associations were stressed in this regard).
- **Build a customer service referral network - a one-stop-shop of information.** Businesses want reliable information about how they can reduce their environmental impacts. A successful program will effectively coordinate across agencies, departments and programs and offer excellent customer service that addresses multiple business and environmental concerns. Government coordination and a commitment to excellent service are essential to meeting business interests and expectations.

### *Specific Design Recommendations*

- **Provide information and specific guidelines.** A successful program will supply small businesses with best practices, clearly articulate the problems Ecology is trying to solve and effectively convey program benefits and requirements. The information should be relevant to specific sectors. Some degree of face-to-face interaction with businesses will be important in communicating about best practices in order to achieve outcomes.
- **Offer choice and flexibility.** A valuable program will give small businesses the ability to align their immediate interests with the Department of Ecology's interests.
- **Offer a variety of incentives.** The program should provide a menu of incentives, as different sectors have different needs. Incentives of interest include equipment discounts, compliance information (one-stop-shop), regulatory fee reductions, reduced inspections, single-point of contact, integrated permit applications. Consumer and public recognition are powerful incentives for many businesses. *One key for program success will be raising consumer awareness about the program and its members.*
- **Use "plain talk" and non-threatening terminology.** Terms like "sustainability" and "media" mean little to a business and "compliance" often equals enforcement or infractions. Businesses are more likely to join a program that clearly identifies benefits for the environment and the participant. Similarly, bureaucratic jargon should be minimized.
- **Create an information resource that offers assistance and tools.** Small businesses in particular need information and assistance to achieve Ecology's objectives. Small businesses

want to network and connect with others in their industry. Also, it will be important to leverage existing communication channels like vendors and salespeople to cost-effectively reach businesses.

- **Speak to business needs.** Access to information, labor costs and time, understanding regulations, easing administrative burden, training and retaining employees and increasing marketing were all challenges raised by potential program participants. A successful program will offer service that helps businesses overcome these challenges as they reduce environmental impacts.
- **Utilize a variety of information channels to reach smaller businesses.** While market research indicates a growing trend of small businesses utilizing the internet, access to the internet is not universal. Ecology will need to invest in strategies to overcome information barriers such as language, limited time and limited access to technology/internet. Some ideas include working through vendors and suppliers, partnering with associations and supplementing existing communication channels such as mass mailings.
- **Don't set the bar too high; bring businesses in and "up-sell".** Business will be less likely to participate in a program where the goals and requirements are too difficult to attain. A key strategy should be to get businesses in the door by offering reasonable requirements at the first level and then to help them achieve higher program levels.

## THE PROGRAM

Attachment 1 on page 13 presents the current program framework for Ecology's business assistance and incentives program (EnviroStars). The framework builds directly on the successful EnviroStars program and incorporates many of the recommendations listed above. The framework is the product of 10 months of design and development efforts which included technical research, market research and focus groups, stakeholder engagement and in-depth design sessions with Ecology staff and the consultant team.

### **Program Goals**

The business assistance and incentive program has been designed to achieve five primary objectives:

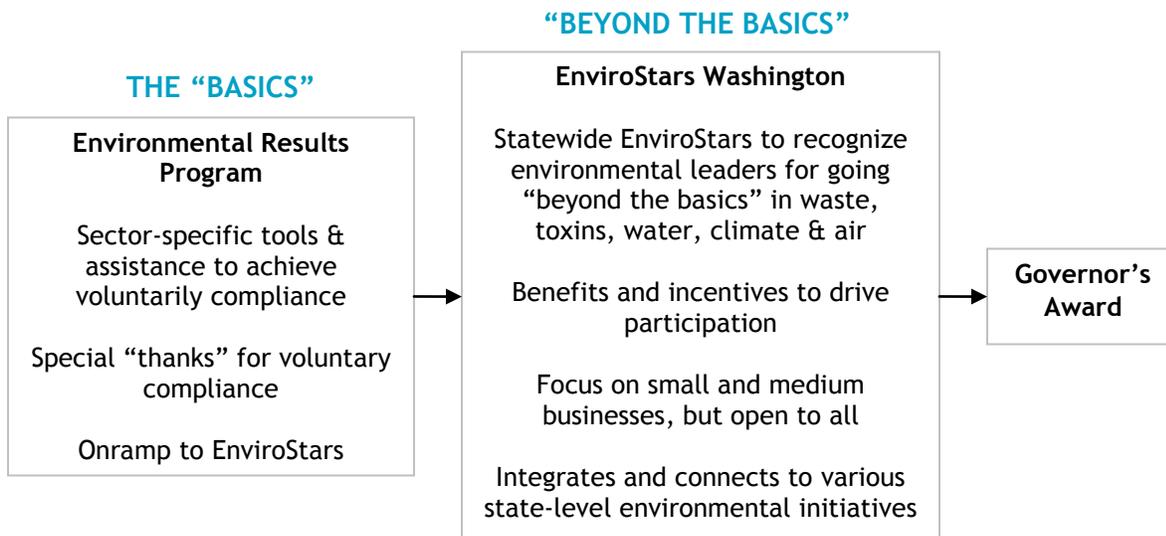
1. **Work with small & medium sized businesses in a new, more collaborative way to improve environmental performance.** As stated in the introduction, there are thousands of small and medium size businesses that fall below the regulatory radar but may have significant cumulative impacts on the environment. At the same time, these businesses face considerable barriers to adopting new practices and technologies.
2. **Achieve environmental results more efficiently and effectively than is possible with the existing regulatory "toolkit".** As described above, regulations and enforcement are not working across the board and are unlikely to be effective or politically viable in addressing environmental problems of the future. Customized and collaborative approaches are needed to work with all sectors in order to not only change practices but to achieve and track environmental outcomes.
3. **Improve knowledge of compliance, best management practices, pollution prevention, and health & safety.** Smaller and medium size business often struggle to obtain accurate and timely information and sufficient resources to improve their business and reduce their environmental impacts. A core goal of this program is to help connect these businesses to resources to improve both their business performance and the environment.
4. **Effectively build on and link to existing environmental program.** A fourth key objective of this program is to minimize duplication and competition by linking to and complementing existing efforts such as EPA's Performance Track, Lean Manufacturing and ISO certification.

5. **Integrate and leverage high-profile environmental initiatives.** Finally, in order for this program to realize its full potential and to be cost-effective and sustainable over time, it will need to be relevant and attractive across departments and agencies. Accordingly a fifth goal is for the program to be perceived as a primary resource for implementing high-profile state-level environmental initiatives such as the Puget Sound Initiative and the Climate Change Challenge.

As illustrated in Figure 1, the proposed framework consists of two parts:

1. **The Basics:** a sector-based effort to achieve compliance across an entire sector. This part of the program builds on the Environmental Results Program (ERP) model.
2. **Beyond the Basics:** a statewide program to recognize and reward environmental leadership. This part of the program merges with the current EnviroStars program. The newly merged program will broaden EnviroStars' current focus on hazardous waste to include water, air and climate and will expand the program geographically from participating EnviroStars counties.

**Figure 1: Two-Part Program**



### The Basics: Environmental Results Program (ERP).

The ERP part of the program will build on the tools, lessons learned and successes of 16 other state ERP programs. ERP generally targets specific sectors with a large number of small businesses that have similar environmental impacts and regulatory requirements. ERP can be implemented as either a mandatory or voluntary program, but in each case, the goal is to reach all facilities in the target sector. Key benefits to businesses include a better understanding of regulatory issues, free assistance, evenhandedness, reduced liability/exposure and recognition for doing the right thing.

Ecology's approach to ERP will go a step further by linking the ERP sector to EnviroStars. In late 2007 and 2008, Ecology will pilot ERP with the auto body sector and then move to additional sectors over time. Sectors identified for future efforts include:

- Medical
- Marinas & Boatyards
- Painting, Paint Stores
- Government
- Cabinet Manufacturers
- Printers
- Aerospace Parts/Supplies
- Landscapers/nurseries
- Janitorial

Effectively implementing the ERP auto body pilot will involve the following steps:

- Work with key partners to review and adapt existing auto body ERP tools used in other states.
- Identify facilities in the sector.
- Reach out the sector to deliver tools and information such as industry standards, best practices and relevant regulations through printed materials, the web and face-to-face trainings.
- Establish a baseline for the sector through site visits to a sample of facilities.
- Adopt either a voluntary or mandatory approach for ensuring that businesses self-certify that they are in compliance or complete a return-to-compliance plan.
- Conduct verification visits with a sample of self-certified businesses to track how accurately businesses are certifying and meeting requirements.
- Require participant reporting on a common set of sector-specific measures - or Environmental Business Practice Indicators (EBPIs) - to document progress of the sector as a whole as well as compare the sector’s performance with other states.

### Beyond the Basics: EnviroStars

The expanded EnviroStars program is designed to provide both environmental and business benefits for excellence and leadership in reducing environmental impacts. Members receive information assistance, tools and incentives to drive voluntary efforts to go beyond the basics and significantly reduce environmental impacts. The program offers participants the opportunity to save money, improve marketing opportunities, reduce liability, experience administrative ease and positively impact the environment.

Attachment 1 presents the proposed EnviroStars framework. This is a general framework for any business. It will be customized over time for specific sectors. It was developed in coordination with the current EnviroStars program to plan for a smooth transition of some 600 current EnviroStars members into the new program.

The program is designed for small and medium size business, but open to all. Large businesses and organizations willing to support the program and its members will receive special recognition as a program “Partner” - similar to the Co-Star and Recognized Leader status in the current EnviroStars program.

The program offers three leadership levels:

★★★ Three Star Making a Difference	★★★★ Four Star Leading the Way	★★★★★ Five Star Being a Superstar
Take simple actions and develop plans and commitments to reduce environmental impacts.	Incorporate environmental practices directly into operations, marketing, management, and accounting systems.	Demonstrate leadership in reducing environmental impacts. Go well beyond industry peers in environmental responsibility.

The design is intended to be relatively simple and straightforward. Businesses are offered a set of benefits, specific requirements, and choices at each leadership level. The program provides tools and information to help businesses take actions in three environmental areas as well as a fourth management component:

1. Reducing Waste & Toxics
2. Protecting Water
3. Curbing Greenhouse Gases & Air Pollution
4. Management & Leadership

### *Benefits*

The program is designed to offer an attractive mix of benefits to meet most business needs; it offers something for everyone. Program benefits are specifically designed to overcome hurdles and drive innovation as well as help participants realize a more immediate return on their investments in adopting environmental practices and/or environmentally preferable products or equipment. A suite of benefits and incentives are offered in the following seven categories:

1. Public Recognition & Promotion
2. Technical Assistance & Training
3. Networking
4. Regulatory - Inspections
5. Permitting
6. Reporting
7. Financial

Taken together, these benefits are intended to:

- Reward and recognize efforts through the use of logos, template marketing materials and advertising.
- Establish an information and assistance network by connecting participants to information, tools, experts and peers to help reduce impacts and improve their bottom line.
- Offer a network of support through fact sheets, the web and face-to-face meetings.
- Ease administrative and regulatory burden with regard to permitting, inspections and reporting.
- Give financial incentives to increase access to capital, wave specific fees, offer discounts and create preferred vendor status for members.

### *Requirements*

In exchange for the benefits discussed above, participants are expected to fulfill a certain number of required actions at each program level. These actions are specifically spelled out across the four categories (waste & toxics, water, climate/air, management & leadership) for each level. For example, at the “three star” level (the first level) businesses are asked to take simple actions such as implementing waste prevention practices, establishing an office recycling program, identifying opportunities for conserving water and energy, or switching to less toxic cleaners. In addition, participants are asked to choose additional actions or to suggest their own innovative actions that make the most sense for the business and its goals. All participants are asked to begin to assess environmental impacts, set goals, cost-effectively implement actions, check progress and report on outcomes over time. A simple workbook and checklist, designed specifically for smaller businesses, has been drafted to support these actions.

In order to participate in the program, businesses must be in compliance with waste, water and air requirements, complete a program application, identify and work towards goals, annually report progress and renew membership every three years.

## **KEY DECISIONS**

As Ecology moves down the path of further development and implementation, there are a number of important questions to consider. These include: what is Ecology’s niche and what additional partners are needed to implement a successful program? Are there additional resources to supplement what is already in place? What is the best way to effectively engage local governments and coordinate priorities and outcomes across multiple jurisdictions and media? However, there are two critical decisions to make in the short term as Ecology moves forward with development and implementation:

1. **Should ERP be mandatory or voluntary?** Deciding if ERP will be mandatory or voluntary in Washington State influences next steps in piloting the program with the auto body sector. How the program is communicated to internal and external stakeholders will differ depending on this factor. Mandatory programs can be easier to administer but may receive less support. Voluntary programs can be more costly to administer and less effective at generating self-certifications. Making this decision will require exploring if Ecology's different program areas (air, water & waste) could even legally require businesses to self-certify.
2. **Should the ERP and EnviroStars program be branded together as "EnviroStars"?** As discussed above, the voluntary or mandatory nature of the ERP program may impact the ease of packaging ERP as part of EnviroStars. It will be extremely challenging to brand and communicate a single program with *both* a mandatory and voluntary component. If ERP is mandatory, Ecology should strongly consider keeping the two efforts separate. If ERP is voluntary, it is more possible to package the programs as one. However, there are several key factors to consider before doing so:
  - a. Will ERP dilute the leadership brand of EnviroStars? In terms of program branding, it is less appealing to mix the compliance focus with the beyond compliance focus. A clear distinction between compliance and beyond compliance will be important to both program members and consumers. A key communication strategy of the leadership program will need to be that participants are leaders who perform well beyond their competitors.
  - b. If ERP is branded under EnviroStars, it is recommended that those businesses not be given a star-rating for meeting compliance, and cannot use the EnviroStars label in their marketing, until they reach the three-star level.

## **RECOMMENDATIONS FOR MOVING FOWARD**

Ecology has accomplished much over the last 10 months. It has a solid framework for moving forward to pilot a specific sector. However, the coming months will be critical for establishing internal and external partnerships, refining the program framework, developing the program infrastructure, piloting with the auto body sector, and merging with EnviroStars. Key recommendations for moving forward include:

**Building internal and external partnerships; securing adequate resources.** The key next steps are to put the internal and external resources and partnerships in place to build and sustain a credible program over time.

- Ecology must garner support across its key environmental program areas (waste, water and air) as well as with external agencies such as EPA and the air agencies.
- Ecology must assess its internal capacity to staff the program, deliver tools and assistance, and track program results. It will need to put in place the right mix of partners and resources to effectively deliver quality service over time. Part of this process requires setting clear goals, expectations and an overall budget.

**Refining the general program framework.** Advisory committee members provided a number of useful comments and recommendations to help finalize the proposed EnviroStars framework. Gary Smith (IBA) also sent a fairly detailed email with specific thoughts and suggestions for tweaking the program to better serve the small business community. It is important that Ecology review these various recommendations and refine the program as necessary. Some specific considerations include:

- More effectively communicate to what extent EnviroStars will give credit and/or coordinate with other leadership efforts such as Performance Track.
- Develop a standard set of metrics that each business will use to measure and report accomplishments.

- Work with internal and external partners to refine the generic framework so that it offers the right mix of benefits and requirements to generate action and outcomes. This requires working with solid waste, water and air as well as potential participants.

**Building the infrastructure.** It will be critical for Ecology to identify key program infrastructure needs such as application materials, printed and online resources, staffing, trainings and workshops, data management systems, clear communication and coordination across Programs and with local government. Beginning to put these and other tools in place is critical.

**Piloting with the auto body sector.** Ecology must begin to engage the auto body sector to develop the ERP model and customize the EnviroStars program for that sector. Connecting compliance to beyond compliance behavior from the outset is paramount to achieving Ecology's goals. Key next steps include:

- Building partnerships with key representatives of the auto body sector to generate support.
- Developing customized information, tools and requirements to support ERP and EnviroStars.
- Working with the EnviroStars Coop, internal program partners, and potential members to develop an attractive, effective mix of benefits and requirements to drive change across the sector; adapting existing EnviroStars auto body applications to map to the new EnviroStars program.
- Working to transition existing EnviroStars auto body members into the new program.

**Merging with EnviroStars.** Ecology needs to secure top-level management support to continue on the path towards a merger with EnviroStars. Moving forward with the merger will involve:

- Taking a step-wise approach that involves open and ongoing communication with the EnviroStars Coop.
- Working with the EnviroStars Coop (King County in particular) to trademark the name.
- Closely coordinating with the EnviroStars Coop to transition and expand the current program.
- Developing a formal memorandum of understanding for ownership and management structure.
- Evolving the brand and program identity; developing communications and marketing.

## CONCLUSION

After 10 months of careful research, productive interactions with potential program participants and fruitful engagement with key stakeholders, Ecology has developed a solid program framework - with clear next steps - to help small and medium businesses implement its Beyond Waste vision. The program will deliver benefits to both business and the environment and establish a new way for Ecology and other public agencies to collaborate with the private sector to achieve and sustain key environmental outcomes.

As the work now transitions from design and development to implementation, there are certainly challenges ahead. Developing the program infrastructure, securing adequate resources, building strong and effective partnerships, and documenting outcomes all require creativity and perseverance. However, the potential benefits of this effort are monumental and could help to reshape the way that government and business work together for a better future in Washington State.

## ELECTRONIC APPENDICES

- 06-09-14 Design Meeting#1 Summary
- 06-11-13 Technical Research ERP
- 06-11-13 Technical Research VLPs
- 06-11-13 Technical Research VLPs2
- 06-11-20 Technical Research Rating Systems
- 06-11-21 Design Meeting#2 Summary
- 06-12-20 Technical Research EnviroStars
- 07-01-04 Stakeholder Meeting#1
- 07-02-06 Interim Report
- 07-03-08 Market Research Phone Interviews
- 07-04-05 Stakeholder Meeting#2
- 07-05-22 Design Meeting#3
- 07-06-28 EnviroStars Branding
- 07-06-28 Market Research Mini Groups

## ATTACHMENT 1: DRAFT PROGRAM FRAMEWORK

The current program framework is presented in the next page. This framework builds directly on the successful EnviroStars program and is the product of 10 months of design and development efforts which included technical research, market research and focus groups, stakeholder engagement and in-depth design sessions with Ecology staff and the consultant team



# ENVIROSTARS™ WASHINGTON

**Reducing Waste & Toxins • Protecting Waters • Curbing Greenhouse Gases & Air Pollution**

- WHO:**
- Designed for small and medium size businesses, but open to all
  - Special industry-based information and assistance will be provided specifically for your type of business
  - Businesses and organizations that support the program are eligible for “Partner” benefits and recognition

- BENEFITS:**
- Get FREE help to avoid environmental problems
  - Save money
  - Reduced inspections
  - Reduce potential liability costs & risks
  - Avoid enforcement actions
  - Improved marketing opportunities
  - Financial Incentives including fee waivers
  - Permit flexibility
  - Easier reporting
  - Gain competitive advantage
  - Be recognized as a leader
  - Improve the environment

**Three Star ★★★**  
*Making a Difference*

**Four Star ★★★★**  
*Leading The Way*

**Five Star ★★★★★**  
*Being A Super Star*

**WHAT:** Get FREE help to save money, reduce your risk of environmental enforcement actions, and potential liabilities while also improving the environment. Take simple steps and put plans & commitments in place.

Incorporate environmental practices directly into operations, marketing, management, and accounting systems.

Demonstrate leadership within industry in reducing environmental impacts. Go well beyond peers in the commitment to be environmentally responsible.

**HOW:** Implement simple, business-smart and money-saving actions in 3 key environmental areas; choose 5 additional actions to further protect and benefit your business and the environment.

Follow a core set of practices that reduce impacts in 3 areas; choose 15 additional actions to further protect your business and the environment by reducing waste & toxins, protecting waters and curbing GHGs & air pollution.

Implement a comprehensive set of actions to reduce waste & toxins, protect waters and curb GHGs & air pollution. Benefit your business & the environment as a leader.

- PROGRAM REQUIREMENTS:**
- Meet minimum standards for air, water, solid, & hazardous waste
  - Identify and work toward environmental goals
  - Complete the program application
  - Have a site visit with FREE technical assistance to fix any problems (no penalties) & help to move forward
  - Collect and report data annually
  - Renew membership every three years

DRAFT

# ATTACHMENT 1: DRAFT PROGRAM FRAMEWORK - BENEFITS OFFERED

## ASSISTANCE & INCENTIVES



### Public Recognition and Promotion

<b>Use of Program Logo.</b> Participants will be eligible to receive and use program logo as a decal on business windows as well on business letterhead or other business materials.	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>
<b>Prepared Promotion Materials.</b> Provide press release and other promotional materials to promote and publicize participation in the program to external stakeholders and customers.	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>
<b>FREE Promotional Assistance</b> Attend a free workshop on how you can use your EnviroStars rating to help promote and build your business	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>
<b>Ecology Recognition.</b> Program participants will be featured prominently on Ecology's website and in monthly updates of the programs.	<input type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>
<b>National Public Radio.</b> Potential for promotion on NPR's weekly program, Environmental Hour by Steve Scher and during Earth Day week on KPLU 88.5.	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>
<b>Green Business Directory.</b> Inclusion in the Green Business Directory, which helps consumers and other businesses support environmentally responsible businesses.	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>
<b>Governor Award Program.</b> Eligible for the Governor's Award for Pollution Prevention & Sustainable Practices, the state's highest honor for taking care of the environment while doing business in Washington.	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>

### Technical & Training Assistance

<b>Sector-Specific Best Management Practice Fact Sheets.</b> Fact sheets developed by Ecology staff in coordination with external experts that summarize best management practices by sector.	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>
<b>Pollution Prevention Assessments.</b> Participants will be eligible to receive free, confidential, and non-regulatory onsite pollution prevention assessments to identify and implement pollution prevention projects. Technical assistance will be provided through both Ecology staff and Ecology partners.	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>
<b>Small Business Environmental Management Plan Assistance.</b> Assistance in developing and implementing an environmental management plan designed specifically for smaller businesses. Environmental management plans for small businesses are typically provided in a workbook format, including a series of user-friendly checklists and tables. Assistance will be provided through both Ecology staff and Ecology partners.	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>
<b>Financial Training Referral Network.</b> Provide referrals to third-party institutions and organizations that offer free or low-cost workshops and/or one-on-one consultations to small businesses on basic financial and business concepts, including how to put together a loan package and how to calculate the return on pollution prevention equipment.	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>
<b>On-Demand Technical Assistance.</b> The opportunity for participants to request personalized technical assistance.	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>
<b>Sector-Specific On-Site Environmental Health &amp; Safety Employee Training.</b>	<input type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>

### Networking

<b>Sector-Specific Internet Bulletin Boards.</b> Create a password protected bulletin board where program participants can post and discuss latest developments on pollution prevention and sustainable business practices by sector.	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>
<b>Sector-Specific Roundtables.</b> Hold semi-annual or annual roundtables for program participants to facilitate peer networking and information exchange. Organize issue-specific workgroup meetings to further develop participant networking as needed.	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>

*Please Note: Not all incentives will be fully developed at program start. Additional sector-specific incentives will be offered as well.*

# ATTACHMENT 1: DRAFT PROGRAM FRAMEWORK - BENEFITS OFFERED

ASSISTANCE & INCENTIVES			
	☆☆☆	☆☆☆☆	☆☆☆☆☆
<b>Conference Discounts.</b> Ecology will arrange for discounts for program participants to local and regional environmental conferences.	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>
<b>Regulatory - Inspections</b>			
<b>Courtesy Inspection Notice.</b> Program participants will be notified one week prior to performing a routine inspection.	<input type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>
<b>Low Inspection Priority.</b> Reduced inspection frequency for program participants depending on program level for one-, two- and three-years, respectively.	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>
<b>Single Inspector.</b> To the extent possible, participating Ecology departments will coordinate to identify a single inspector to conduct multi-media inspections.	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>
<b>Permitting</b>			
<b>Consolidated Permitting.</b> To the extent possible, participating Ecology departments will coordinate to identify a single permitting contact and allow facility to obtain a single multi-media permit.	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>
<b>Priority Permitting.</b> Program participants eligible to expedite the permitting process or request priority permit review.	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>
<b>Flexible Permit Conditions.</b> On a case-by-case basis, program participants may be able to negotiate with participating Ecology departments for consideration of flexible permit conditions (e.g., process modifications without permit modifications).	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>
<b>Reporting</b>			
<b>Electronic Reporting.</b> Program participants will have access to web portal that allows electronic reporting as well as the ability to query and examine facility level trends of historical data entered.	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>
<b>Consolidated Reporting.</b> Annual updates provided through program fulfills hazardous waste reporting requirements and to the extent possible, for other non-hazardous media reporting requirements (e.g., air, water, solid-waste, etc.).	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>
<b>Financial</b>			
<b>Regulatory Fee Waiver.</b> Eligible for waiver of Ecology's Hazardous Waste Education Fee and possible reduction in other Ecology permitting fees.	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>
<b>Reduced Insurance Premiums.</b> Eligible for insurance premium discounts or group rates from participating insurance providers for various types of insurance, including employee health insurance, environmental insurance and general liability insurance.	<input type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>
<b>Low-interest Environmental Loan Program.</b> Eligible to participate in an Ecology-sponsored environmental loan program and at higher level eligible for interest rate reductions.	<input type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>
<b>Third-Party Discounts.</b> Provide access to sector-specific discounts available through third-party vendors that provide equipment or expertise in sustainable business practices or pollution prevention equipment.	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>
<b>Preferred Vendor Status.</b> Program participants may be eligible for preferred vendor status with larger Washington businesses within their supply chain that have partnered with this program (e.g. Boeing, Microsoft, etc).	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>

Please Note: Not all incentives will be fully developed at program start. Additional sector-specific incentives will be offered as well.

# ATTACHMENT 1: DRAFT PROGRAM FRAMEWORK - ACTIONS

## REDUCING WASTE & TOXINS (BEYOND WASTE)



### Waste Prevention

- |  |                                  |                                  |                                  |
|--|----------------------------------|----------------------------------|----------------------------------|
| 1. Implement best management practices for your industry to prevent waste (e.g. spot-clean drips rather than mop, eliminate non-critical cleaning processes).  | <input checked="" type="radio"/> | <input checked="" type="radio"/> | <input checked="" type="radio"/> |
| 2. Implement at least three waste prevention strategies (e.g. communicate electronically, reuse packaging materials, repair rather than replace equipment, make double-sided copies, use rechargeable batteries, use durable shipping containers, reduce packaging, refuse samples from vendors unless unused portions can be returned). | <input checked="" type="radio"/> | <input checked="" type="radio"/> | <input checked="" type="radio"/> |
| 3. Implement at least six waste prevention strategies.   | <input type="radio"/>            | <input checked="" type="radio"/> | <input type="radio"/>            |
| 4. Implement more than six waste prevention strategies.  | <input type="radio"/>            | <input type="radio"/>            | <input checked="" type="radio"/> |
| 5. Work with vendors and suppliers to help reduce waste throughout the supply chain  | <input type="radio"/>            | <input type="radio"/>            | <input type="radio"/>            |
| 6. <i>Other innovative actions.</i>  | <input type="radio"/>            | <input type="radio"/>            | <input type="radio"/>            |

### Waste Management (Solid & Liquid)

- |   |                                  |                                  |                                  |
|---|----------------------------------|----------------------------------|----------------------------------|
| 7. Have an office recycling program in place with proper signage and receptacles throughout the facility.   | <input checked="" type="radio"/> | <input checked="" type="radio"/> | <input checked="" type="radio"/> |
| 8. Put in place a plan to educate and train employees on waste prevention, management and recycling. Regularly educate and train staff on recycling and waste management. | <input type="radio"/>            | <input checked="" type="radio"/> | <input checked="" type="radio"/> |
| 9. Prioritize and purchase recycled-content products, supplies, or feedstock.   | <input type="radio"/>            | <input checked="" type="radio"/> | <input checked="" type="radio"/> |
| 10. Establish a simple plan for evaluating recycling and waste management.  | <input type="radio"/>            | <input type="radio"/>            | <input checked="" type="radio"/> |
| 11. Expand recycling program to include non-office related materials (plastics, organics, fats/oils/grease)   | <input type="radio"/>            | <input type="radio"/>            | <input type="radio"/>            |
| 12. Use the Industrial Materials Exchange (IMEX) or a similar program to get rid of extra materials, relocate discontinued stock, and/or purchase raw materials.          | <input type="radio"/>            | <input type="radio"/>            | <input type="radio"/>            |
| 13. Achieve a 25 percent or greater recycling rate and/or exceed industry standard by at least 10 percent for recycling.  | <input type="radio"/>            | <input type="radio"/>            | <input type="radio"/>            |
| 14. <i>Other innovative actions.</i>  | <input type="radio"/>            | <input type="radio"/>            | <input type="radio"/>            |

### Dangerous & Hazardous Waste Management

- |  |                                  |                                  |                                  |
|--|----------------------------------|----------------------------------|----------------------------------|
| 15. Identify all potential hazardous materials/waste (e.g. solvents, batteries, fluorescent tubes, computers); identify proper recycle/ /dispose actions for each. | <input checked="" type="radio"/> | <input checked="" type="radio"/> | <input checked="" type="radio"/> |
| 16. Properly label all hazardous waste and materials.  | <input checked="" type="radio"/> | <input checked="" type="radio"/> | <input checked="" type="radio"/> |
| 17. Use spigots, pumps and funnels for dispensing and transferring liquids.  | <input checked="" type="radio"/> | <input checked="" type="radio"/> | <input checked="" type="radio"/> |
| 18. Utilize centralized inventory check-out system to assure that hazardous materials are not removed from site for use elsewhere.                                 | <input type="radio"/>            | <input checked="" type="radio"/> | <input checked="" type="radio"/> |
| 19. Put recycling and recovery programs in place for all waste chemicals.  | <input type="radio"/>            | <input type="radio"/>            | <input checked="" type="radio"/> |
| 20. Develop/adapt a new technology, process, product, or service innovation that results in reduced hazardous waste.   | <input type="radio"/>            | <input type="radio"/>            | <input checked="" type="radio"/> |
| 21. Implement operational strategies for minimizing dangerous and hazardous wastes.  | <input type="radio"/>            | <input type="radio"/>            | <input type="radio"/>            |
| 22. Schedule hazardous waste hauling to fit volume and frequency needs and create a tailored contract vendor.  | <input type="radio"/>            | <input type="radio"/>            | <input type="radio"/>            |
| 23. Develop and enforce a policy of allowing only approved least hazardous products to enter the site.   | <input type="radio"/>            | <input type="radio"/>            | <input type="radio"/>            |
| 24. Reduce hazardous waste by 15 percent or more and/or exceed industry standard by at least 10 percent for hazardous waste disposed/recovered.                    | <input type="radio"/>            | <input type="radio"/>            | <input type="radio"/>            |
| 25. <i>Other innovative actions.</i>   | <input type="radio"/>            | <input type="radio"/>            | <input type="radio"/>            |

Indicates required actions. The action/requirement lists will be further refined with internal & external stakeholder input.

ATTACHMENT 1: DRAFT PROGRAM FRAMEWORK - ACTIONS

REDUCING WASTE & TOXINS (BEYOND WASTE)

Toxics Use	☆☆☆	☆☆☆☆	☆☆☆☆☆
26. Use hazardous materials sparingly (solvents, detergents, disinfectants).	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>
27. Select less toxic cleaners for restrooms, kitchens and working areas.	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>
28. Implement a plan to reduce the purchase and use of toxic chemicals	<input type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>
29. Purchasers ask vendors to provide alternatives to hazardous products, review MSDSs to avoid reordering unnecessary hazardous products, and/or state environmentally preferable purchasing goals in purchasing agreements.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
30. Substitute safer alternatives for X product or non-product applications or exceed industry standard of toxics used by at least X percent.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
31. <i>Other innovative actions.</i>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

DRAFT

● Indicates required actions. The action/requirement lists will be further refined with internal & external stakeholder input.

# ATTACHMENT 1: DRAFT PROGRAM FRAMEWORK - ACTIONS

## PROTECTING OUR WATERS



### Water Conservation

- |  |                                  |                                  |                                  |
|--|----------------------------------|----------------------------------|----------------------------------|
| 32. Identify general facility water conservation opportunities.  | <input checked="" type="radio"/> | <input checked="" type="radio"/> | <input checked="" type="radio"/> |
| 33. Install low-cost, low-flow fixtures  | <input type="radio"/>            | <input checked="" type="radio"/> | <input checked="" type="radio"/> |
| 34. Ensure that all fixtures are up to code.   | <input type="radio"/>            | <input type="radio"/>            | <input checked="" type="radio"/> |
| 35. Receive water audit from local utility.  | <input type="radio"/>            | <input type="radio"/>            | <input type="radio"/>            |
| 36. Provide signage and employee education/training on water conservation  | <input type="radio"/>            | <input type="radio"/>            | <input type="radio"/>            |
| 37. Assess opportunities to reduce water use in process applications.  | <input type="radio"/>            | <input type="radio"/>            | <input type="radio"/>            |
| 38. Eliminate non-critical cleaning processes.   | <input type="radio"/>            | <input type="radio"/>            | <input type="radio"/>            |
| 39. Reduce water use by X percent or more in all non-process water use, X percent or more in all process water use or exceed industry standard for water use by at least 10 percent. . | <input type="radio"/>            | <input type="radio"/>            | <input type="radio"/>            |
| 40. <i>Other innovative actions.</i>   | <input type="radio"/>            | <input type="radio"/>            | <input type="radio"/>            |

### Stormwater Management

- |   |                                  |                                  |                                  |
|---|----------------------------------|----------------------------------|----------------------------------|
| 41. Demonstrate knowledge of and use of best management practices for stormwater management.  | <input checked="" type="radio"/> | <input checked="" type="radio"/> | <input checked="" type="radio"/> |
| 42. Have clean up and spill prevention in place.  | <input type="radio"/>            | <input type="radio"/>            | <input type="radio"/>            |
| 43. Design outdoor landscaping to promote natural drainage.   | <input type="radio"/>            | <input type="radio"/>            | <input type="radio"/>            |
| 44. Redirect spouts to green areas or rain barrels.   | <input type="radio"/>            | <input type="radio"/>            | <input type="radio"/>            |
| 45. Use of alternative stormwater management systems such as green roofs and permeable pavement.  | <input type="radio"/>            | <input type="radio"/>            | <input type="radio"/>            |
| 46. Stencil catch basins to protect against disposal of hazardous materials   | <input type="radio"/>            | <input type="radio"/>            | <input type="radio"/>            |
| 47. Visually inspect your stormwater during runoff and determine if you see oil sheen or cloudy runoff, and eliminate the source of contaminate(s).                           | <input type="radio"/>            | <input type="radio"/>            | <input type="radio"/>            |
| 48. Provide a cover (permanent or temporary) from rainwater coming into contact with any industrial, work areas, or storage areas (especially waste disposal area) out doors. | <input type="radio"/>            | <input type="radio"/>            | <input type="radio"/>            |
| 49. Keep your dumpster or garbage cans covered to avoid rain falling into the dumpster and becoming contaminated.   | <input type="radio"/>            | <input type="radio"/>            | <input type="radio"/>            |
| 50. <i>Other innovative actions.</i>  | <input type="radio"/>            | <input type="radio"/>            | <input type="radio"/>            |

Indicates required actions. The action/requirement lists will be further refined with internal & external stakeholder input.

# ATTACHMENT 1: DRAFT PROGRAM FRAMEWORK - ACTIONS

## CURBING GHGS & AIR POLLUTION



	☆☆☆	☆☆☆☆	☆☆☆☆☆
51. Identify opportunities for reducing energy use.	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>
52. Implement and educate employees on basic conservation practices such as turning off lights and equipment when not in use, turning down the thermostat, and activating energy saving features on equipment.	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>
53. Receive an energy audit from local utility.	<input type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>
54. Replace incandescent lighting with fluorescent lighting and light-emitting diodes (LEDs).	<input type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>
55. Purchase at least one low energy product or input such paper with high post-consumer or a green-e certified product.		<input type="radio"/>	<input checked="" type="radio"/>
56. Invest in one or more energy saving products such as Energy Star or low energy equipment, motion control sensors, or insulated windows.	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>
57. Conduct a carbon inventory to understand and document carbon emissions (tool provided).	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
58. Use a maintenance log for equipment in order to identify and fix any leaks or air emissions.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
59. Work with employees to reduce employee commute trips by supporting one or more of the following: public transportation, carsharing, biking, telecommuting and flexible schedules, on-site amenities for bikers such bike racks, bike storage, or showers.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
60. Support efficient business travel through one or more of the following: using public or alternative transportation, using alternatively powered vehicles, consolidating trips, or using electronic meeting technology.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
61. Reduce emission from the delivery of goods and services by doing one or more of the following: investing in the smallest, most fuel-efficient vehicle, reducing idling, maximizing delivery route efficiency, investing in alternatively powered vehicles.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
62. Participate in utility renewable energy program and/or purchase carbon offsets.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
63. Reduce energy consumption by X percent or more or exceed industry standard by at least 10 percent for energy use.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
64. Reduce carbon-based energy consumption by 5 to 10 percent or more or exceed industry standard by at least 10 percent for carbon emissions.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
65. Reduce air pollutants regulated by permit by 5 percent or exceed industry standards for air pollutants by 10 percent or more.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
66. Only do painting in a properly designed paint area	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
67. Be sure any gasoline containers are tightly sealed to avoid evaporation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
68. Minimize the use of any aerosol sprays - especially those containing hazardous materials	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
69. <i>Other innovative actions.</i>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Indicates required actions. The action/requirement lists will be further refined with internal & external stakeholder input.

# ATTACHMENT 1: DRAFT PROGRAM FRAMEWORK - ACTIONS

## MANAGEMENT & LEADERSHIP



### Management

- |  |                                  |                                  |                                  |
|--|----------------------------------|----------------------------------|----------------------------------|
| 70. Complete environmental management toolkit: develop basic environmental policy, assess current practices and impacts, develop and implement environmental improvement goals | <input checked="" type="radio"/> | <input checked="" type="radio"/> | <input checked="" type="radio"/> |
| 71. Collect data, assess progress, report annually   | <input checked="" type="radio"/> | <input checked="" type="radio"/> | <input checked="" type="radio"/> |
| 72. Establish and work toward at least one new goal to reduce impacts in terms of waste, water or climate/air.   | <input checked="" type="radio"/> | <input checked="" type="radio"/> | <input checked="" type="radio"/> |
| 73. Educate and train employees about pollution prevention and resource conservation in routine meetings, trainings, or in company communication.                              | <input type="radio"/>            | <input checked="" type="radio"/> | <input checked="" type="radio"/> |
| 74. Share program participation information, environmental commitments and actions with employees.   | <input type="radio"/>            | <input type="radio"/>            | <input checked="" type="radio"/> |
| 75. Review environmental activities of vendors, consultants, and contractors.  | <input type="radio"/>            | <input type="radio"/>            | <input type="radio"/>            |
| 76. Design products and services to minimize waste.  | <input type="radio"/>            | <input type="radio"/>            | <input type="radio"/>            |
| 77. <i>Included innovative actions here.</i>   | <input type="radio"/>            | <input type="radio"/>            | <input type="radio"/>            |

### Leadership

- |   |                       |                                  |                                  |
|---|-----------------------|----------------------------------|----------------------------------|
| 78. Advertise program participation in ads, on letterhead, website, business cards or other marketing venues.           | <input type="radio"/> | <input checked="" type="radio"/> | <input checked="" type="radio"/> |
| 79. Share program information, environmental commitments and actions with customers and vendors.                        | <input type="radio"/> | <input type="radio"/>            | <input checked="" type="radio"/> |
| 80. Share successes, benefits, and tips with peers (industry and association members) through meetings and conferences. | <input type="radio"/> | <input type="radio"/>            | <input checked="" type="radio"/> |
| 81. Share successes with like industries, environmental groups, the general public and/or governments.                  | <input type="radio"/> | <input type="radio"/>            | <input checked="" type="radio"/> |
| 82. Educate industry leaders of tomorrow by discussing pollution prevention in training, voc-tech programs or colleges. | <input type="radio"/> | <input type="radio"/>            | <input type="radio"/>            |
| 83. Provide peer support and assistance to help industry members or suppliers to reduce environmental impacts.          | <input type="radio"/> | <input type="radio"/>            | <input type="radio"/>            |
| 84. Participate in or sponsor community efforts to reduce environmental impacts.  | <input type="radio"/> | <input type="radio"/>            | <input type="radio"/>            |
| 85. <i>Included innovative actions here.</i>  | <input type="radio"/> | <input type="radio"/>            | <input type="radio"/>            |

Indicates required actions. The action/requirement lists will be further refined with internal & external stakeholder input.