

Subject: [Fwd: 1999 Green Zia Recognitions]

Date: Tue, 21 Sep 1999 10:00:08 -0600

From: Nathan Wade <nathan_wade@mercury.nmenv.state.nm.us>

Organization: NMED

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Subject: 1999 Green Zia Recognitions

Date: Mon, 20 Sep 1999 10:18:59 -0600

From: Pat Gallagher <Pat_Gallagher@mercury.nmenv.state.nm.us>

Organization: NMED

To: nathan_wade

Nathan, please send globally.

The 1999 Green Zia Environmental Excellence Recognition Winners are:

Achievement Recognition Winners:

- Cottonwood Printing, Albuquerque
- Denman and Associates, Santa Fe
- Intel Corporation, Rio Rancho
- Los Alamos National Laboratory, Transuranic Waste Inspectible Storage Project, Los Alamos
- McKinley Paper, Prewitt
- Philips Semiconductors, Albuquerque
- Sumitomo Sitix Silicon, Inc., Albuquerque
- Sumitomo/Silmax, Albuquerque
- Westinghouse, Waste Isolation Division, Carlsbad

Commitment Recognition Winners:

- Academy Corporation, Albuquerque
- B. F. Goodrich Data Systems, Albuquerque
- Comet Cleaners, Albuquerque and Santa Fe
- G&K Services, Albuquerque
- Holloman Air Force Base
- Honeywell Defense Avionics, Albuquerque
- Los Alamos National Laboratory, Environmental Management Division, Los Alamos
- Los Alamos National Laboratory, High Explosives Science and Technology Group, Los Alamos
- MTM Technology Solutions, Inc, Albuquerque
- Navajo Refining, Artesia
- Phelps-Dodge, Hidalgo, Playas
- San Cristobal Ranch Foundation, San Cristobal
- United States Postal Service, Albuquerque Customer Service Center, Albuquerque

As a note of explanation, compliance is not considered until the excellence award level and no excellence awards will be given to companies with outstanding compliance issues. The three levels are Commitment Recognition (not AWARD!) (beginning of a pollution prevention-based environmental management system (EMS)); Achievement Recognition (NOT AWARD!) (a prevention-based EMS in



place, formal or informal, with demonstrated results and progress) and the Green Zia Environmental Excellence AWARD (no one got this level this year)...the Excellence Award means that the company has a fully developed and deployed prevention-based environmental management system in place, can show significant results (reductions in pollution, cost savings, efficiency improvements, new markets for waste materials, more satisfied employees, successful community programs, etc). This bar is set high, and companies that receive the EXCELLENCE AWARD will be national leaders in environmental performance.

The reason for the different levels is to place an emphasis on continuous program development, improvement and company learning. MOST companies do not have systematic programs in place, most just REACT to permitting requirements. This program shifts the emphasis to proactive, anticipatory approaches that emphasize prevention of waste, not waste management after the fact which is what the regulations set standards for...waste management and emissions control, not prevention.

In other words, a company at the Excellence level knows in advance that a new standard is being promulgated (they work closely with this agency) and enacts strategies to reduce emissions through pollution prevention approaches so that no permit is needed. A company at the Achievement level may be able to respond this way as well, but not as effectively as an Excellence winner. A Commitment Level company would not be this far along, but would be putting such a program in place.

The system looks like this:

Leadership: management actively supports environmental issues by tracking progress and assuring funding is in place for environmental activities; and the company actively supports community environmental projects.

Planning: environmental goals are part of strategic planning and the company does action planning routinely to implement environmental projects.

Customer, Market and Stakeholder Focus: the company involves customers, vendors and suppliers in the development and delivery of products to increase their "greenness"; the company works well with stakeholders such as NMED to be proactive concerning regulations; the company looks for new markets for waste, thereby reducing waste that must be treated or disposed;

Information and Analysis: the company uses cost and other information resources (such as chemical type, toxicity, risk, regulatory concerns) to understand the environmental aspects of their processes, leading to management by fact, prioritization of problem areas and the ability to measure results; in other words knowing clearly what the issues are based on data and information. The companies also benchmark against other companies to be best-in-class in terms of processes (who cleans parts the best way, with the least waste, nationally?...that is the company they would emulate);

Employee Participation: the company has all employees involved in the program...including process engineers, procurement, line staff management, EH&S, etc to improve environmental performance (this is critical); employees are aware of the company's environmental ethic and

environment becomes something every employee does everyday both at work and at home.

Process Analysis: the company does routine process analysis and improvement to look for ways to make processes more efficient and reduce waste. HUGE environmental improvements can be made through structured and routine process analysis and improvement.

Results: The company measures the results of this system and can show improvement tracked over time. (Continual improvement of compliance, waste reduction, employee satisfaction, safety, productivity, energy efficiency, cost savings, etc)

Actual, measurable reductions in waste or contaminants is a better environmental outcome than a scrubber or a lined lagoon or a carefully labeled and stored barrel of hazardous waste. Some of the companies at the Achievement level have reduced their LEGAL, PERMITTED emissions by half through prevention, not pollution control technologies...that is the goal of Green Zia. Companies with a prevention-based environmental management system in place will be able to set this course and be successful in being anticipatory and prevention-based. Companies saved well over 6 million dollars annually in New Mexico through prevention approaches...and this was a HIGHLY CONSERVATIVE ESTIMATE. Most companies are not tracking their results well yet.

The Green Zia Program is a collaborative program involving EMNRD, the State Engineers Office, NMED, the national laboratories, industry, the universities, businesses and NGOs. This is not an award or recognition program given out solely by the Environment Department. Environmental protection and environmental excellence encompasses many more issues than just what are overseen by this agency.

We designed the program so that it had NO enforcement or flexibility incentives so that this agency could move forth unimpeded in its enforcement activities. It does, however, offer a powerful model to help industries improve their operations in a positive environment. BOTH strategies are important.

We always hoped two things would happen here...that the Green Zia Program recognitions would provide an incentive to get organizations to push on resolving NOV's etc with NMED, that they would shift to prevention as a compliance strategy, and also that by the time a company was fairly far along in the Green Zia process (excellence award) that they should have no compliance issues at all. I do not believe that compliance is the only measure of environmental performance, as you can see from the Green Zia criteria (accessible from our web page). We want the Green Zia Excellence Award to be coveted so that companies will work towards this vision of excellence. The recognitions help them see where they are along the way. Their compliance records should improve as they progress through the program. It is positive reinforcement. The companies with the WORST problems are the ones that need to be engaged the MOST! You can still hammer them to your hearts' delight...we will work with them all the same, if they come to us. I know that no one in this agency enjoys enforcement, that enforcement is done for companies that are not performing well and the Green Zia Program respects the work of the enforcement arm of this agency. Enforcement is a GREAT incentive for pollution prevention. The more you enforce, the more people will come to this program to get better at what they do. I hope you see it as tool for you to use as you work with

companies. Enforcement and a means to go beyond compliance are complimentary not contradictory.

The applications are reviewed and scored by trained volunteer teams (NGOs, NMED, EMNRD, SEO staff, businessess people, private citizens, sustainability visionaries, etc) that provide feedback comments in terms of strengths and opportunities for improvement for the participating companies. They did an ASTONISHINGLY good job in these reports. I am so proud of their dedication and hard work. They proved that people respond well when they are productively engaged. They care about New Mexico and the environment. I wish MORE folks from this agency had participated...you were all invited into the process. (Debra McElroy, Anna Richards, Debbie Brinkerhoff, Katherine Yuhas, John O'Connell, Bob Horwitz, Cathy Tyson all participated) This is how this program is different from typical awards programs that have thin criteria and few metrics. This program is more about learning and improvements than the awards or recognitions.

Cross-pollination is possible by having these companies setting the example for companies that are struggling to follow. Navajo Refining can learn alot from Sumitomo or Philips. That is why we don't exclude anyone at the first two levels (Commitment and Achievement), simply based on their compliance records. We KNOW that this program can make a real difference. It is happening everyday. We keep the door open to those who wish to change and provide positive support to them along the way.

I witnessed pollution prevention approaches, ALIGNED with enforcement strategies, completely change the mining industry in Wyoming from some of the worst offenders to model environmental programs with small business mentorship programs. One mine acheived a 99.99% reduction in hazardous waste generation (35,000 lbs/mo to 68 lbs/mo). They will never return to the bad behaviors of the past and now it is the knowledge of how well they can do that motivates them, not how big the hammer is that threatens them. This is what we want Green Zia to do. Don't we all share this vision?

The ultimate performance standards or "bar" for companies in Green Zia is much higher than any of the regulatory standards at the Excellence Award level. This program has been described as "elegant" in its design. Some organizations have told me that they are working hard in this program because it is the only way to interact with NMED in a positive manner. These companies are thinking about the core values (Management Commitment, Efficient Process, Product and Service Design, Partnerships, Valuing Employees, Continuous Improvement and Learning) and criteria in the design of their new environmental IMPROVEMENT projects today.

People do respond to positive reinforcement. The program contends that people can radically improve their environmental performance by integrating it into core business practices. This program also acknowledges that change takes time, but that we will support people who commit to this ethic.

This program is powerful and I hope more folks in the agency will take the time to learn more about it. It is a big departure from this agency's typical approaches but it is very valuable. I hope you will at least look through the core values and the criteria available off our web page to get a better sense of how much this program actually asks a

business to consider. Participating companies provided me with feedback that the program was tough but that it really made them think differently about how they were doing things.

By the way, this program is based on ideas like sustainability, zero waste and going "beyond mere compliance". I believe that these are issues that folks in this agency want to see addressed.

I will be happy to talk to you about this at any time. Please take the time to review the Green Zia Program Information and Criteria on our web page...it will be worth your time.

We are offering a training on Monday and Tuesday, September 27-28 on the Green Zia tools, taught by Dr. Robert Pojasek at Harvard University. I invite you to attend, it is the best P2 course in the country.

Pat Gallagher