

Example: letter of intent
May 21, 2008

At the last Advisors' meeting the request was made for developing an example that might help to depict what would come from the initial implementation of the process. We attempted to set a framework through the process that would yield the kind of information that would inform dialogue without asking potential participants to develop information beyond their expertise.

Analysis/Discussion – this captures in summary form the elements that are identified in the process document, as applied to the example letter.

- This letter fits a standard format that could be applied to all applicants
- Breaks down easily to evaluate proportionality
 - meets statutory requirements/fulfilled requirements on application
 - demonstrates a good history of environmental performance
 - identifies stakeholders involved
 - has clear, realistic goals – on a timeline
 - substantial reduction in VOC's
 - is progressive with two P3 projects a year through 2010
 - Reduce greenhouse gas emissions
 - Increase energy efficiency
 - focuses on some areas of emphasis:
 - recycling products
 - green house gas reduction
- Includes a plan for sufficient public involvement and informative factors
 - Detailed recordkeeping
 - Community updates
- Addresses qualitative benefits alongside quantitative
 - Money and time saved
 - Increased customer/business relations
- Identified barriers that exist
 - Time/money spent on applying for permits while adapting to an ever changing market
- Have already completed similar goals
 - Know what resources and commitment is needed to succeed again

Armed with both the process and analytical information above, DNR staff prepared an entirely hypothetical example of a letter of intent with a comparison table

Dear Mr. McDermid

I would like to take this opportunity to inform you of 3M's interest in negotiating a contract under Tier 2 of the Green Tier program. Enclosed are the application form and all necessary attachments with this Letter of Intent.

Eligibility Requirements

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We submit that 3M meets all of the eligibility requirements for Tier 2 of Green Tier. Below is a history of our commitment to environmental performance:

- 3M Menomonie has a strong Environmental Management System (EMS) in place that was ISO 14001 certified on December 7, 2000 and renewed to the revised ISO 14000: 2004(E) standard on September 12, 2005.
- Since 2004, under a Title V permit, 3M has been operating facility-wide air pollution control with commitments beyond those required by the DNR
- Has been operating a facility wide recycling program, which resulted in the recycling of 1.5 million pounds of plastic in 2004
- 3M has progressively reduced the amount of waste created at the plant and the amount of raw materials used in the manufacturing process
- 3M has been keeping detailed records of emissions reduction efforts, goals, tests and cost efficiency results of, for over 2 decades
- M3 operates on a 505 acre parcel of which roughly 100 acres remains unmanaged and wooded natural space

Involvement of Interested Persons

Following is a list of the backgrounds of individuals currently represented on the interested persons group for 3M Menomonie. Any revision of the membership of this group, such as in the case of an individual who may no longer be available for service, will be done in consultation with WI DNR. 3M will work to maintain and encourage representation in the interested persons group through the term of this Agreement.

- Superintendent, Menomonie Wastewater Utility
- Dunn County Department of Public Health
- Director, Indianhead Enterprises
- UW-Stout, Chemistry Department
- Menomonie City Council Member and Plan Commission
- WDNR Representative
- members of local Sierra Club

Commitment to Superior Environmental Performance

3M agrees to pursue superior environmental performance while achieving a balance between economic, social and environmental impacts from its efforts. The extended Agreement will provide, as anticipated at the time of signature of the original Agreement, further testing of the effectiveness of an Environmental Management System (EMS), designed under ISO 14001 requirements, to identify and find solutions to those aspects of plant operations that have the most significant impacts on the environment.

- Maintain the ISO 14000 certified EMS in good standing through the registration/accreditation process
- Reduce waste (Non Product Output) per pound of good output by 20% by 2010 (2005 baseline)
- Sustain or reduce Volatile Organic Compound Air Emissions (VOC) per 1000 pound of good output to less than 7.1 pounds VOC/1000 pound good output (2005 baseline)

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- Improve Energy Efficiency per pound of good output (with attendant reductions in greenhouse gas emissions) by 20% by the end of 2010
- Accomplish at least two accepted 3P (Pollution Prevention Pays) projects each year through 2010
- Work to certify, improve, and/or protect adjacent 3M properties to those standards established by the Wildlife Habitat Council (WHC) Establish wildlife habitat on the facility site certified by the Wildlife Habitat Council (WHC)
- Do research and develop new products which result in lower emissions and less waste

Proposed Provisions of the Participation Contract

- Establish a permit that allows for the development and implementation of new product lines and improvement to existing product lines through scenarios imbedded in the permit that reduce administrative overhead, time to production and improved monitoring and management
- DNR website recognition for participation and performance improvements
- Outreach, in partnership with the DNR to publicize performance improvements
- Use of the Green Tier Logo
- Single point of contact at the DNR, to facilitate the development and implementation of the special permit provisions along with assistance, as needed, with others
- Inspections coordinated between the DNR and 3M to accomplish the goals of the agreement and the provisions established in the law
- Explore a cross media permit that integrates air, water and other regulatory requirements for the facility

Cost/Benefit Narrative addressing Proportionality

3M is a progressive company that knows how to set realistic, obtainable goals. We have already demonstrated via the flexible permit through the EPA that we stand by our environmental performance objectives and continually set the bar higher.

- The location of our plant also gives us the unique opportunity to work on habitat restoration and protection by maintaining the 100 acres of wooded land within our parcel. We are not only looking to improve Wisconsin with our environmental goals but to make an impact on a global scale and set an example of how efficiently a manufacturing plant can run.
- Locally, we can keep community members engaged with periodic newsletters and website updates regarding our progress toward Superior Environmental Performance.
- With the proposed agreement 3M would be save considerable amounts of time and money in staff hours and down time typically associated with applying and authorizing permits.
- A flexible permit allows for 3M to be more responsive to today's changing market and allow for innovation and discovery of new manufacturing techniques.
- This information and experience can then be shared with others striving to achieve increased efficiency alongside improved environmental performance within the Wisconsin economy.
- With the Green Tier approval we foresee the marketability of our product and our community reputation increasing among the ever growing "green aware" citizens.

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- Since 3M has made environmental protection a priority throughout the years getting involved with Green Tier should have a relatively low start up cost to our company.
- We already have all the tools and staff to monitor our entire plant for various emissions and 3M can also avoid the costs of implementing and experimenting with an EMS since we have had a fully operational efficient system running since 2000; making it easier for 3M to estimate and track savings accredited to our involvement with the Green Tier Program.

Thus, in return for the incentives discussed above we pledge to continue to make real and significant improvements across a range of high-priority environmental issues to improve Wisconsin's economy while improving the environment.

We look forward to working closely with the DNR to create this win-win scenario between the Wisconsin economy and the global environment.

Sincerely,
John Doe