

2004 Water Use Efficiency Proposal Solicitation Package

APPENDIX A: Project Information Form

Applying for:

Urban

Agricultural

1. (Section A) **Urban or Agricultural Water Use Efficiency Implementation Project**

(a) implementation of Urban Best Management Practice, # _____

(b) implementation of Agricultural Efficient Water Management Practice, # _____

(c) implementation of other projects to meet California Bay-Delta Program objectives, Targeted Benefit # or Quantifiable Objective #, if applicable _____

(d) Specify other: _____

2. (Section B) **Urban or Agricultural Research and Development; Feasibility Studies, Pilot, or Demonstration Projects; Training, Education or Public Information; Technical Assistance**

(e) research and development, feasibility studies, pilot, or demonstration projects

(f) training, education or public information programs with statewide application

(g) technical assistance

(h) other

3. Principal applicant (Organization or affiliation):

Sustainable Silicon Valley (SSV)

4. Project Title:

SSV Water Initiative for Businesses, Residents, and Ecosystems

5. Person authorized to sign and submit proposal and contract:

Name, title

**Jennifer Smith Grubb,
Executive Director**

Mailing address

**224 Airport Parkway, Suite
620
San Jose, CA 95110**

Telephone

Fax.

(831) 239-2611 phone

E-mail

(831) 457-9044 fax

smithjen@ix.netcom.com

6. Contact person (if different):	Name, title.	Jennifer Smith Grubb,
	Mailing address.	Director

		Same

	Telephone	_____
	Fax.	_____
	E-mail	_____

7. Grant funds requested (dollar amount):		\$397,830
	<i>(from Table C-1, column VI)</i>	_____
8. Applicant funds pledged (dollar amount):		\$7,500
		425 to 640 hours in-kind contribution (SSV members)

9. Total project costs (dollar amount):		\$405,330
	<i>(from Table C-1, column IV, row n)</i>	_____
10. Percent of State share requested (%)		98%
	<i>(from Table C-1)</i>	
11. Percent of local share as match (%)		2%
	<i>(from Table C-1)</i>	

12. Is your project locally cost effective?

Locally cost effective means that the benefits to an entity (in dollar terms) of implementing a program exceed the costs of that program within the boundaries of that entity.

(If yes, provide information that the project in addition to Bay-Delta benefit meets one of the following conditions: broad transferable benefits, overcome implementation barriers, or accelerate implementation.) A significant portion of the cost of the SSV water initiative is provided as in-kind contribution of members committing time and resources to attend meetings, develop plans, coordinate tasks, and coordinate stakeholder workshops. These costs are not borne directly by SSV or any single entity.

(a) yes

(b) no

11. Is your project required by regulation, law or contract?
If no, your project is eligible.

(a) yes

(b) no

If yes, your project may be eligible only if there will be accelerated implementation to fulfill a future requirement and is not currently required.

Provide a description of the regulation, law or contract and an explanation of why the project is not currently required.

The SSV Water Initiative is a regional Environmental Management System (EMS) approach to sustainable water management. Participants voluntarily commit to specific, quantifiable goals and report progress based on the voluntary actions and projects implemented to achieve their goals. There is no legal requirement for participants to conduct water use efficiency activities or to achieve specific results.

12. Duration of project (month/year to month/year):

Currently underway to 12/2008

13. State Assembly District where the project is to be conducted:

18, 19, 20, 21, 22, 23, 24, 27, 28

14. State Senate District where the project is to be conducted:

8, 10, 11, 13, 15

15. Congressional district(s) where the project is to be conducted:

11, 12, 13, 14, 15, 16

16. County where the project is to be conducted:

Santa Clara, San Mateo, Southern Alameda,

17. Location of project (longitude and latitude)

Northern Santa Cruz

18. How many service connections in your service area (urban)?

N/A

19. How many acre-feet of water per year does your agency serve?

N/A

20. Type of applicant (select one):

- (a) City
- (b) County
- (c) City and County
- (d) Joint Powers Authority
- (e) Public Water District
- (f) Tribe
- (g) Non Profit Organization
- (h) University, College
- (i) State Agency
- (j) Federal Agency
- (k) Other
 - (i) Investor-Owned Utility
 - (ii) Incorporated Mutual Water Co.
 - (iii) Specify _____

21. Is applicant a disadvantaged community?
If 'yes' include annual median household income.

- (a) yes, _____ median household income
- (b) no

(Provide supporting documentation.)

2004 Water Use Efficiency Proposal Solicitation Package
APPENDIX B: Signature Page

By signing below, the official declares the following:

The truthfulness of all representations in the proposal;

The individual signing the form has the legal authority to submit the proposal on behalf of the applicant;

There is no pending litigation that may impact the financial condition of the applicant or its ability to complete the proposed project;

The individual signing the form read and understood the conflict of interest and confidentiality section and waives any and all rights to privacy and confidentiality of the proposal on behalf of the applicant;

The applicant will comply with all terms and conditions identified in this PSP if selected for funding; and

The applicant has legal authority to enter into a contract with the State.

Signature

Name and title

Date

Water Use Efficiency Proposal: Sustainable Silicon Valley (SSV) Water Initiative

A-15c. Statement of Work, Section 1: Relevance and Importance

The goal of the Sustainable Silicon Valley (SSV) Water Initiative is to engage stakeholders and solicit commitments from a broad range of organizations to increase the effective use of water resources in order to achieve the following water sustainability priorities for the region:

1. No net increase in water demand (excluding recycled water)
2. Reliable and high quality water supply
3. No net loss of water rights in the region

To organize efforts in support of these priorities, SSV has developed 12 water sustainability objectives and the principles described in the project scope in Section B-15. Work groups made up of a variety of stakeholders will address each objective, in order of priority, by establishing a specific, quantifiable target and tasks needed for reaching the target. SSV will then encourage organizations to pledge to help meet the targets.

The SSV Water Initiative's top water sustainability priorities support CALFED's objectives by doing the following:

- ⇒ Improving water quality for beneficial uses by keeping demand in check so that the impacts of regional growth and development (in Silicon Valley) on the Delta during future dry years (elevated salinity levels, etc). are minimized.
- ⇒ Improving aquatic habitats and ecological functions in the Bay-Delta by minimizing the need for water diversions during dry years and dry periods when the impact of diversions on fish is highest.
- ⇒ Addressing the mismatch between Bay-Delta water supplies and current and projected beneficial uses dependent on the Bay-Delta system by promoting the concept of sustainability "living within our means";
- ⇒ Addressing the risk to land use and associated economic activities, water supply, infrastructure, and the ecosystem from catastrophic breaching of Delta levees by incorporating such risks into the concept of a reliable water supply and regional sustainability.

A-15d. Statement of Work, Section 2: Technical/Scientific Merit, Feasibility

In 2001, a collaborative stakeholder group of business, government and environmental organizations convened to create and implement an innovative program for identifying environmental issues or pressures and addressing them in new, non-regulatory, non-adversarial ways. Known as Sustainable Silicon Valley (SSV), the initiative was originally founded by California EPA, along with Silicon Valley Environmental Partnership, and Silicon Valley Manufacturing Group. The group used the model of an

Environmental Management System (EMS) in the context of sustainability (“meeting the needs of the present generation without compromising the ability of future generations to meet their own needs”) and applied these concepts for the first time to a geographic region. In the fall of 2004, SSV became an independent 501(c)(3) non-profit public benefit organization.

The group has progressed through planning, data gathering, and analysis and is now implementing its plans and vision. Through a broad web-based stakeholder process, SSV identified carbon dioxide (CO₂) emissions tied to energy use, and water consumption as two of the top pressures or issues affecting the sustainability of the region. In response, SSV developed a CO₂ Emissions Reduction Protocol that eventually garnered the support of 50 corporate and government organizations. Participants include Santa Clara Valley Water District, Hewlett Packard, Oracle, Lockheed Martin Space Systems, City of San Jose, City of Palo Alto, Pacific Gas and Electric Company, Agilent Technologies and NASA Ames Research Center, among others. (See A-15g for a complete list.) Now that the CO₂ initiative has gained momentum, SSV has focused efforts on a Water Initiative in response to the second pressure.

The Water Initiative was launched in April 2004 when SSV convened an action-oriented workshop for 100 key stakeholders and decision-makers from throughout the state to understand what water resource management leaders believe are the top water priorities for the region. Specific input was received during the workshop to formulate a water policy and top water priorities. Based on the discussions generated and input received, SSV developed a policy and objectives document that will guide participants’ follow-up steps and will help develop quantifiable targets attached to each of the objectives. Participants, including water users from educational institutions, the public, government, and the business sector, will pledge to meet specific water use efficiency goals. Three of the goals focus on education and public outreach. The individual participant goals will support the overall objectives for the initiative.

This approach, which relies on the participation of organizations (primarily significant water users) to pursue water use efficiency activities, and public information groups to achieve specific outreach objectives, has been demonstrated through the success of SSV’s CO₂ Emissions Reduction initiative. Fifty organizations have committed to participate in SSV partnerships in support of the overall goal of reducing CO₂ emissions 20% by 2010 as compared to a 1990 baseline. SSV anticipates many of these, along with other organizations, will participate in the SSV Water Initiative once the targets and objectives have been finalized.

Preliminary Plans and Specifications and Certification Statements (for construction projects only).

The SSV Water Initiative is not a construction project.

Environmental Documentation

The SSV Water Initiative is not anticipated to have a potential for resulting in either a direct physical change in the environment, or a reasonably foreseeable indirect physical change in the environment as defined in CEQA.

A-15e. Statement of Work, Section 3: Monitoring and Assessment

SSV will monitor and evaluate progress based on results reported by participants. Similar to the CO₂ initiative, a protocol for reporting will be developed in order to collect and assess the results achieved by participating organizations at least annually. SSV will then consolidate the data, which will include both quantified water usage and savings and narrative descriptions of projects completed or underway. SSV will prepare an annual report on the water efficiency progress of its participants. The results will be presented in the annual Silicon Valley Manufacturing Group (SVMG) *Projections* report and distributed throughout the state. Based on the results, and a subsequent gap analysis, actions will be revised accordingly in order to reach the specified targets.

A-15f. Qualifications of the Applicants and Cooperators

Resumes of the key individuals for this project are provided in Appendix 1.

Gary Wolff, Pacific Institute for Studies in Development, Environment and Security
Bruce Paton, Silicon Valley Environmental Partnership
Margaret Bruce, Silicon Valley Manufacturing Group
Peter Melhus, Silicon Valley Environmental Partnership
Jennifer Smith Grubb, Sustainable Silicon Valley

The following organizations have provided letters of support for SSV. The roles of these organizations are described for these projects in their respective letters of support in Appendix 1.

Silicon Valley Manufacturing Group (SVMG)
Pacific Institute for Studies in Development, Environment and Security
U.S. Senator Dianne Feinstein

A-15g. Outreach, Community Involvement, and Acceptance

Toward the end of 2004, SSV partnered with Flex Your Power, Silicon Valley Manufacturing Group, Silicon Valley Environmental Partnership, and Pacific Gas & Electric Company to form "Flex Your Power Silicon Valley". This partnership supports energy reduction commitments made by participants in SSV's CO₂ initiative by providing educational information for employees, financial incentives for implementation of energy savings activities, and acknowledging valley leaders through advertising and statewide recognition. The first series of newspaper ads ran in December 2004 in various local newspapers throughout the state.

The Flex Your Power Silicon Valley partnership is now positioned to support the integration of water sustainability into related issues such as land use, energy, and economic development. The SSV Water Initiative will utilize the Flex Your Power Silicon Valley partnership as a vehicle to disseminate water education materials to the public, municipalities, and businesses as is done with the energy conservation awareness campaign. Through SSV's partnership with Flex Your Power, SSV will utilize their statewide awareness campaign to communicate SSV's water use efficiency best practices, and sustainability model.

There is substantial interest in the innovative SSV model, developing a public-private partnership to address environmental sustainability through a regional EMS. The United Nations Environmental Program, the Multi-State Working Group on Environmental Performance, and California municipalities such as County of Sonoma and City of Berkeley have all asked SSV to share its unique approach to regional sustainability. The SSV regional water efficiency approach can be replicated in other communities, local city governments, and regions throughout California. SSV is currently developing plans to teach the regional sustainability model through classes, education, and presentations statewide.

Through public outreach, SSV will expand the stakeholders and commercial sector involvement. SSV partnerships have commitments from the following CEOs and leaders of Silicon Valley organizations.

Agilent Technologies	Greater Bay Bancorp	Smurfit Stone
Akeena Solar	Hewlett-Packard	Celarity
Alza Pharmaceuticals	Hitachi	Solectron
American Airlines	JDS Uniphase	Stanford University
Applied Materials	Kinetics Group	Silicon Valley Bank
BEA Systems	LifeScan	SVMG
Cadence	Lockheed Martin Space Systems	Synopsis
Calpine	M3Works	Therma Wave
Cassatt	Mach Energy	United Defense
Cisco	NASA Ames Research Center	
Citibank	Northrup Grumman	
City of Palo Alto	Oracle	
City of San Jose	Pacific Gas and Electric Company	
CNF	Rambus	
Comcast	Roche Pharmaceuticals	
County of Santa Clara	San Jose Mercury News	
Deloitte & Touche	Santa Clara University	
EPRI	Santa Clara Valley Water District	
Foothill De Anza Colleges	SAP	
General Dynamics	SBC	

This unprecedented access and dialogue with CEOs is key to the success of business participation, and to outreach and engagement of the broader commercial/business community.

The annually published report on results and lessons learned will be distributed broadly to regional and statewide planning agencies, businesses, government, non-governmental organizations and academia. Results will be featured statewide in major print media via SSV's partnership with Flex Your Power, whose efficiency campaign recognizes key efficiency achievements throughout California. Results will be published in the annual Silicon Valley Manufacturing Group (SVMG) *Projections* report that is distributed at the annual Projections event attended by the business/commercial sector, community representatives, municipalities, and NGOs. Projections results are also published in print media, such as the San Jose Mercury News.

A-15h. Innovation

The SSV Water Initiative is a regional Environmental Management System (EMS) approach to sustainable water management. Participants voluntarily commit to specific goals and report progress based on the voluntary actions and projects implemented to achieve their goals.

The Water Initiative is unique in that SSV is facilitating the dialogue on water sustainability in the region and has gained broad support from community stakeholders including local governments, public agencies, municipalities, businesses, and community groups. SSV facilitates education and awareness by including stakeholders in the setting of quantifiable targets and objectives, sharing best management practices, encouraging dialogue, and building trust. This innovative approach, using an EMS, assesses regional environmental concerns and prioritizes environmental issues for action. This diverse group of stakeholders established a rigorous set of criteria to evaluate environmental concerns. Through this process, water efficiency was identified as a top priority. The methods are feasible and have been used successfully to gain wide support as has been demonstrated with SSV's CO₂ emissions reduction initiative.

A-15i. Benefits and Costs

The objectives established to benefit the community and ecosystems are:

- ⇒ Strengthen green building practices by municipalities
- ⇒ Promote water saving landscaping practices
- ⇒ Encourage metering of all water use
- ⇒ Encourage equitable pricing structures
- ⇒ Develop reliability metrics
- ⇒ Outreach to cities and land use planning agencies

The primary benefits to the commercial/business sector are:

- ⇒ Forum for businesses to exchange success stories, share best practices, and gain peer encouragement.
- ⇒ Reduced water demand.
- ⇒ Decreased operating costs through reduced water use and increased efficiencies.
- ⇒ Increased water reliability.

A significant portion of the cost to administer the SSV Water Initiative is covered in the form of in-kind contributions from organizations participating in meetings and workgroups, developing policy documents, developing targets and objectives, and organizing workshops and stakeholder meetings. Based on participation, SSV anticipates partners can contribute 425 to 640 hours per year to the SSV Water Initiative.

SSV became an independent non-profit public benefit organization in October 2004. Funding for the water initiative is being sought through grants, participant contributions, and foundations. Participant contributors include Pacific Gas and Electric Company and Santa Clara Valley Water District. Santa Clara Valley Water District has committed \$2,500 per year to SSV for its water initiative work.

Budget Narrative

Figures are for a three year period:

Salaries, wages – 50% of salaries for executive director and project manager:\$244,050

Fringe benefits – 47% of salary portion:\$114,705.

Supplies - Project photocopying, printing, postage, books and subscriptions, office supplies:\$5,500

Equipment – Computer, printer, scanner and office furniture for project manager:\$4,000

Travel and Local Mileage – 50% of travel for executive director and project manager for local auto mileage, parking, bridge tolls to attend meetings in Bay Area: \$7,200

Other – Workgroup conference calls, Water Education Foundation annual California Water Issues Conference: \$4,875

(a)Total administrative costs: Summary of above costs:\$380,330

(e) Consulting Services for specialized assistance in Green Building/Building Codes, Recycled water issues, water rights/water law and project marketing and outreach :\$10,000

(h) Report prep production:\$15,000

(n) TOTAL (a-m):\$405,330

Grant funds requested: \$397,830

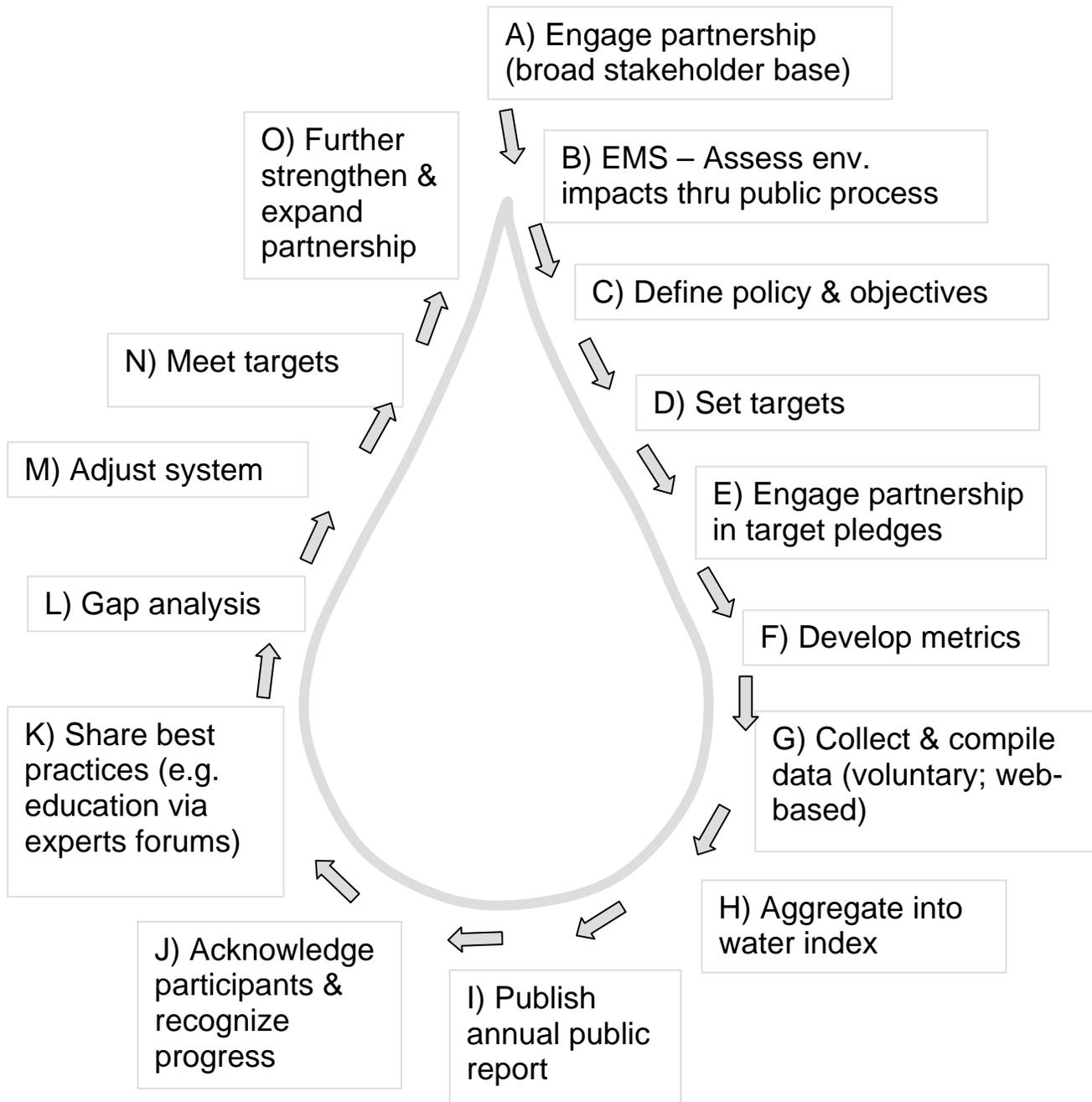
Applicant funds pledged:\$7,500

Total project costs:\$405,330

Refer to cost table in Appendix C for complete project cost breakdown.

B-15. Additional Scope Of Work Requirements for Section B Projects
Training, Education or Public Outreach Programs:

General Approach Sustainable Silicon Valley



General SSV Approach:

The Water Initiative follows the steps in the general approach schematic shown above. To summarize, the first step is engaging stakeholders to establish a diverse partnership to coordinate the regional EMS approach. The first major step is to identify the environmental impacts by soliciting input from the partnership and the general public. SSV completed the impacts identification in 2002 and the top two impacts for the region are energy use and water use. The partnership then solicits input during public workshops and convenes workgroups to define the policy and objective(s) for the impact. Using partnership consensus, the measurable target for each objective is established. In the case of the water use, 12 objectives have been drafted. A synopsis of the objectives is:

- ⇒ Strengthen green building practices by municipalities
- ⇒ Promote water saving landscaping practices
- ⇒ Encourage metering of all water use
- ⇒ Encourage equitable pricing structures
- ⇒ Develop reliability metrics
- ⇒ Outreach to cities and land use planning agencies

The workgroup then engages the broader partnership to obtain pledges from organizations to meet specific targets in support of the overall targets. These pledges are written commitments signed by the leaders of business, commercial, academic, and governmental organizations. After developing their own metrics, each pledging organization reports their baseline and annual progress data to SSV who compiles and reports the aggregate data. After review by the partnership, the report is presented at a public event and distributed to the partnership and other interested individuals. SSV then organizes forums to share best practices and forms workgroups to evaluate where changes are needed to meet targets. The publicity used to increase awareness of the project and specific success stories are leveraged to attract and expand participation.

SSV Water Initiative Principles:

Members of the SSV Water Initiative have developed the following principles, which embody the input received at the SSV stakeholder water workshop held in April 2004 to address top regional water priorities. These principles will guide the 12 objectives and targets to be established for this initiative.

- ⇒ Encourage partnerships and cooperation so that water resource management decisions are based on common values and consensus among all key stakeholders;
- ⇒ Optimize local and imported sources of water and the use of the groundwater basins to ensure long term, reliable, flexible, and clean water supply;
- ⇒ Actively protect and enhance water quality for all beneficial uses of water;

- ⇒ Encourage adoption and enforcement of more effective water use and conservation through revised building codes, ordinances, standards, policies and programs;
- ⇒ Develop and deploy engaging and effective water-wise education programs and encourage community activism in water sustainability;
- ⇒ Ensure the reality of climate change is incorporated into our water resource planning, management, and asset maintenance decisions.
- ⇒ Support the integration of water sustainability into related issues such as land use, energy, and economic development.

In educating and inspiring others to action, SSV will also seek to create and propagate models and tools for water sustainability excellence, and to build capacity for better management of this essential resource within other regions of California, other states, and our neighbors around the world.

Scope of the Program

The SSV project uses a broad base of stakeholders to influence water use efficiency practices within the commercial/industrial sector, and residential sector, with resulting benefits for ecosystems. While SSV has less influence on the water supply, the SSV approach focuses on the users, particularly the significant users who can make the biggest difference.

The three sectors SSV will include in this project are:

Commercial/Industrial Sector

This sector accounts for 31% of all water use in the region. The SSV Water Initiative will primarily focus to engage the commercial/industrial sector in the water initiative process described above by leveraging SSV's partnership with Silicon Valley Manufacturing Group and corporate CEOs. The primary vehicles for this are:

- ⇒ Sharing Best Management Practices
- ⇒ Bringing in experts to present innovative technologies and practices
- ⇒ Utilizing the Flex Your Power Silicon Valley partnership for outreach and education

Examples of the solutions from the commercial/industrial sector include large water users making the difference in the form of increased conservation, reuse, or closed-loop processes that maximize scarce water resources.

Residential Sector

SSV's existing relationship with water districts, water retailers, and municipalities will be used to reach residents and consumers. Policies and practices adopted by water retailers and water districts as a direct result of meeting the objectives of the water initiative will affect consumers within their respective jurisdictions. SSV will also work with

community groups to gain grass roots level support for water use efficiency issues in this sector.

Ecosystems

SSV's partnership with the Watershed Management Initiative, community groups and non-governmental organizations will be used to meet the objectives with ecosystem benefits. The priority focus, however, is with the commercial/industrial sector and how the Water Initiative will influence water use efficiency practices that directly benefit the commercial/industrial sector.

Water supply and ecosystems will indirectly benefit from actions taken as a result of the SSV Water Initiative partnerships and the commitments of organizations to increased water efficiency through conservation and improved manufacturing processes. By focusing on water efficiency and usage as a priority for the region, SSV heightens the awareness of the importance of water sustainability to society and ecosystems.

Materials to be used or developed:

The project does not anticipate requiring the use of materials other than what will be needed for advertising, publishing and presenting the results reported by participants of the Water Initiative.

Strategy for implementing the program on a statewide basis.

Refer to A-15g.

**APPENDIX C
PROJECT IMPLEMENTATION COSTS TABLE**

APPLICANT: Sustainable Silicon Valley

Project Title: SSV Water Initiative for Businesses, Residents and Ecosystems

If using the excel tables on DWR website, complete shaded areas only.

Section A projects must complete Life of Investment, column VII and Capital Recovery Factor, column VIII.
Do not use 0.

Table C-1: Project Costs (Budget)

Category <i>(I)</i>	Project Costs \$ <i>(II)</i>	Contingency % (ex. 5 or 10) <i>(III)</i>	Project Cost + Contingency \$ <i>(IV)</i>	Applicant Share \$ <i>(V)</i>	State Share \$ <i>(VI)</i>	Life of investment (Years) <i>(VII)</i>	Capital Recovery Factor (Table C-4) <i>(VIII)</i>	Annualized costs \$ <i>(IX)</i>
Administration (for initiation of project)								
Salaries, wages	244,050			0				
Fringe benefits	114,705			0				
Supplies	5,550			0				
Equipment	4,000			0				
Consulting services	10,000			0				
Travel, Mileage	7,200			0				
Other	4,875			0				
Total Administration Costs ¹	386,980			0				
Planning/Design/Engineering	0			0				
Equipment Purchases/Rentals/Rebates/Vouchers	0			0				
Materials/Installation/Implementation	0			0				
Implementation Verification	0			0				
Project Legal/License Fees				0				
Monitoring and Assessment				0				
Report Preparation	15,000			0				
Structures	0			0				
Land Purchase/Easement	0			0				
Environmental Compliance/Mitigation/Enhancement	0			0				
Construction	0			0				
Other (Specify)*				7,500				
TOTAL (=a+...+m)		NA		7,500		NA	NA	
Cost Share Percentage	NA	NA	NA	(row n, column V/ IV) x 100	(100 – row o, column V)	NA	NA	NA

¹ (Excludes administration O & M costs)

Appendix 1
Qualifications of Applicants
&
Letters of Support

Gary H. Wolff, P.E., Ph.D.
(510-251-1600 x 102 or gwolff@pacinst.org)

EDUCATION AND REGISTRATIONS

- 1998-1999, Visiting Scholar
Center for Conservation Biology, Stanford University
- 1997-1998, Post-Doctoral Fellowship,
Center for Conservation Biology, Stanford University
- Ph.D. 1997, Agricultural and Resource Economics,
University of California at Berkeley
Major Field: Environmental Economics
Minor Field: Public Economics
- M.S. 1984, Civil Engineering, Stanford University
Major Field: Water Resources Engineering
Minor Field: Environmental Engineering
- B.Sc. 1982, Renewable Energy Engineering Technology
Jordan College, Cedar Springs, Michigan
- Classical Liberal Arts (Great Books Curriculum)
St. Johns College, Santa Fe, New Mexico
- Government and Economics
Harvard University, Cambridge, Massachusetts
- California Registered Civil Engineer (No. 41252)
California Contractors License C46 (inactive) -- Solar Specialty (No. 486178)

PROFESSIONAL HISTORY

- 2001 - Present **Principal Economist and Engineer** at the Pacific Institute for Studies in Environment, Development, and Security
- 2000-2001 **Visiting Professor**, Monterey Institute of International Studies
- 1998-2000 **Director of the Incentives Program**, Redefining Progress. Mr. Wolff directed five professionals performing public policy research on incentive tools for solving environmental problems.
- 1995-1998 **Consultant**. While enrolled in graduate school Mr. Wolff continued to consult to municipal government, non-profit organizations, and private clients seeking assistance with projects involving both engineering and economics skills.
- 1986-1994 **Founder and Principal Engineer**, 3E Engineering, Fremont, California. From inception until sale in 1994 Mr. Wolff directed the activities of a staff of civil and environmental engineers, certified engineering geologists, environmental scientists, and recycling specialists. Projects were primarily policy advice and supporting analysis, and design and construction management services for

municipal government and special purpose agencies such as wastewater or solid waste management authorities. A project list and references are available upon request.

- 1986-1987 **Environmental Engineer**, Central Contra Costa Sanitary District, Martinez, California. As a member of the design division Mr. Wolff participated in analysis and design of many treatment plant and collection system improvements.
- 1984-1986 **Water Resources Control Engineer**, San Francisco Bay Regional Water Quality Control Board, Oakland, California. Mr. Wolff analyzed the impacts of alternative regulatory policies on wastewater treatment plants, landfills, and industrial polluters in the San Francisco Bay Area, and reviewed performance of self-monitoring programs and compliance with discharge permits.
- 1982-1983 **Solar Contractor**, Sundu Solar Systems, Grand Rapids, Michigan. Mr. Wolff installed commercial and residential space and water heating systems.
- 1981-1982 **Energy Conservation Analyst**, under contract to Michigan Consolidated Gas Company, Grand Rapids, Michigan. Mr. Wolff served as an energy auditor in the federally mandated Residential Conservation Service.

AFFILIATIONS

- Past President, Alameda County Recycling Board (Appointed by the Alameda County Board of Supervisors)
- Former Chair, East Bay Municipal Utility District (EBMUD) Demand Management Advisory Committee
- Member, Executive Committee, US Bureau of Reclamation Desalination Research Road Map Project
- Member, American Association of Environmental and Resource Economists (AERE)
- Member, American Economics Association (AEA)
- Member, American Society of Civil Engineers (ASCE)
- Member, American Solar Energy Society (ASES)
- Member, American Water Works Association (AWWA)
- Member, International Water Association (IWA)
- Member, International Ecological Engineering Society (IEES)
- Member, International Society for Ecological Economics (ISEE)
- Member, Northern California Recycling Association (NCRA)
- Member, Water Environment Federation (WEF)

A publications list is available upon request

R. Bruce Paton
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Sunnyvale, CA 94087
(408) 247-8745
bpaton@sfsu.edu

PROFESSIONAL EXPERIENCE

SAN FRANCISCO STATE UNIVERSITY, COLLEGE OF BUSINESS,
San Francisco, CA. August 2002 - present. Assistant Professor.

SUSTAINABLE INDUSTRY, INC. Sunnyvale, CA. Summer 2002.
Environmental Research and Education to promote sustainable development.

THE SILICON VALLEY CENTER FOR INNOVATION AND SUSTAINABILITY,
Sunnyvale, CA. 2001- June 2002.
Environmental Research – Public Policy and Business Strategy.

ROLLTRONICS CORPORATION, Menlo Park, CA. 2000-2001.
Executive Vice President and Chief Sustainability Officer.

HEWLETT PACKARD COMPANY, Palo Alto, CA. 1989 - 1994
Business Process Management Consulting, Total Quality Management, Environmental Management,
Manufacturing Strategy.

GRADUATE SCHOOL OF BUSINESS, STANFORD UNIVERSITY,
Stanford, CA. 1986 - 1989. Director of Admissions.

POPE-REID ASSOCIATES, St. Paul, MN. 1980 - 1984.
Environmental Consulting, Marketing, and Organizational Development.

DISTRICT OF COLUMBIA GOVERNMENT, Washington, DC. 1977-1980.
Quality Assurance, Water Quality Management.

NAVAL RESEARCH LABORATORY, Washington, DC. 1977.
Oceanographic Research.

EDUCATION

Ph.D. Environmental Studies, June 2001. **University of California,** Santa Cruz, CA.
Dissertation: “Beyond the Letter of the Law: Harnessing the Potential of Voluntary Environmental
Initiatives”.

MBA. Strategy and Organizational Behavior. 1986. **Stanford University,** Stanford, CA.

BA. Environmental Science. 1976. **Wesleyan University,** Middletown, CT.

AWARDS AND FELLOWSHIPS

Best Paper Award, Greening of Industry Network, 1999
Research funding from U.S. Environmental Protection Agency, 1998-99
Switzer Environmental Fellowship, 1997-1998

Provost's Teaching Fellowship, 1997-1999

Outstanding Teaching Assistant Award, Environmental Studies Board (1994-95)

JOURNAL ARTICLES

Paton, B. "Two Paths to Energy Efficiency: An Energy Star Case Study" forthcoming in Human Ecology Review.

Paton, B. "Efficiency Gains within Firms under Voluntary Environmental Initiatives", Journal of Cleaner Production Vol. 9, 167-178 (2001).

Paton, B. "Voluntary Environmental Initiatives and Sustainable Industry", Business Strategy and Environment, Vol. 9, 328-338 (2000)

Howarth, R. B., B. M. Haddad, and B. Paton, 2000. "The economics of energy efficiency: insights from voluntary participation programs." Energy Policy 28(6-7): 477-486.

BOOK CHAPTERS

Paton, B. "The Porter Hypothesis And The Energy Efficiency Gap Debate", in K. Hargroves and M.H. Smith (eds), *The Natural Advantage of Nations - Business Opportunities, Innovation and Governance in the 21st Century*, forthcoming from EA Press, Crows Nest, NSW Australia.

Paton, B. "Mental Models of Voluntary Environmental Initiatives", in K. Hargroves and M.H. Smith (eds), *The Natural Advantage of Nations - Business Opportunities, Innovation and Governance in the 21st Century*, forthcoming from EA Press, Crows Nest, NSW Australia.

Paton, B. "Dynamics of Voluntary Product Labeling Programs: An Energy Star Case Study" in T. deBruijn and V. Norberg-Bohm (eds.), *Industrial Transformation: Environmental Policy Innovation in the United States and Europe*, forthcoming from MIT Press.

Haddad, B.M., R.B. Howarth, and B. Paton, "Energy Efficiency And Greenhouse Gas Emissions: Correcting Market Failures Using Voluntary Participation Programs", in A. Baranzini and P. Thalmann (eds), *Voluntary Approaches in Climate Policy*, Edward Elgar Publishing Limited, Cheltenham, UK and Northampton, MA, 2004.

Paton, B. "Voluntary Environmental Initiatives and Sustainable Industry", in P. ten Brink (ed.) *Voluntary Environmental Agreements: Process, Practice and Future Use*, Greenleaf Publishing Ltd., Sheffield UK (2002).

Paton, B. "Design for Environment: A Management Perspective", in R. Socolow, C. Andrews, F. Berkhout, and V. Thomas (eds.), *Industrial Ecology and Global Change*, Cambridge University Press, 1994.

OTHER PUBLICATIONS

Paton, B. "Mental Models of Voluntary Environmental Initiatives", *Proceedings of the International Association for Business and Society*, Victoria, British Columbia, June 2002.

Paton, B. "Corporate Responses to a Revenue-Neutral Tax Shift: Hewlett Packard Case Study", *Redefining Progress*, 1998.

Haddad, B., R. Howarth and B. Paton, "Energy efficiency and the theory of the firm", *ACEEE Summer Study on Energy Efficiency in Buildings*, 1998.

Paton, B., "Market Considerations in the Reuse of Electronic Products", *Proceedings of the IEEE International Symposium on Electronics and the Environment*, San Francisco, California, May 1994.

Paton, B., "Environmentally Conscious Product Design Through Total Quality Management", Total Quality Environmental Management, Summer 1993.

RESEARCH PAPERS

Paton, B. "Converging And Separating Mechanisms In Voluntary Product Labeling Programs", Workshop on **Voluntary, Collaborative, and Information-Based Policies**, Kennedy School of Government, Harvard University, Cambridge, MA, May 2001.

Paton, B. "Resources as Capital: Insights on Efficiency Gains from Voluntary Environmental Policies", European Research Network On Voluntary Approaches, Copenhagen, Denmark, May 1999. Working paper, <http://www.akf.dk/cava/paper/abstract/bruce.htm>

Paton, B. "Resource-based strategy and voluntary environmental initiatives", U.S. EPA Workshop on Energy Efficiency and Microeconomics, Berkeley, CA, 1998.

Howarth, R., Haddad, B., And B. Paton "Voluntary pollution prevention and the theory of the firm", U.S. EPA Workshop on Energy Efficiency and Microeconomics, Berkeley, CA, 1998

PROFESSIONAL ASSOCIATIONS

Academy of Management

Greening of Industry Network (Program Chair for 2003 Conference)

International Association for Business and Society

International Society for Industrial Ecology

International Society for New Institutional Economics

BOARDS OF DIRECTORS

Sustainable Silicon Valley, 2004-present

Sustainable Industry, Inc., 2002-present

Silicon Valley Environmental Partnership, 2000-present, Board Chairman, 2004-present

Rolltronics Corporation, 2000-2001

Greening of Industry Network, International Planning Board, 1999-present

OTHER PROFESSIONAL ACTIVITIES

Advisor to Environmental Council of Santa Cruz, 2002

Hewlett-Packard sustainable development working group, 1998-1999

Leadership Sunnyvale, 1994

American Electronics Association, Design for Environment Task Force, 1991-1992

Margaret V. Bruce
260 Overlook Drive
Boulder Creek, CA 95006
Office: (408) 501-7858
Fax: (408) 501-7861
mbruce@svmg.org

Professional Experience

Director, Environmental Programs
Silicon Valley Manufacturing Group
March 2001 to Present

- Staff and facilitate SVMG's Environmental Committee
 - Coordinate monthly meetings, guest speakers, newsletters and special events serving SVMG member objectives.
 - Track and report on legislative, regulatory and public policy developments at the local, state and national level of interest to the ~ 195 SVMG member companies.
- Represent the SVMG before government agencies, various policy-making bodies, industry associations, and stakeholder groups on policy, regulatory or programmatic issues, including; watershed management, water infrastructure, hazardous materials and hazardous waste management, ecosystem restoration, industrial/non-industrial land use conflicts, urban runoff management, air pollution control strategies, pollution prevention and waste minimization.
- Address environmental issues as a strategic competitiveness issue for SVMG member companies
 - Implement programs such as the Sustainable Silicon Valley initiative and Flex Your Power Silicon Valley which produce economic as well as environmental benefits for participants.
 - Conduct or coordinate special studies to provide data to assist member companies and other policy makers in making informed decisions.

Environmental, Health and Safety Manager
Spectra-Physics Lasers, Inc.
June 1996 to March 2001

- Oversee and implement all applicable employee safety and environmental and safety compliance programs including injury and illness prevention, workplace safety and emergency response training development and presentation, hazardous energy control, laser safety, chemical safety, ergonomics, asbestos management, fire safety, hazardous materials and hazardous waste management, air pollution control, industrial waste water management and solid waste recycling. Conduct internal reviews and inspections.

- Represent SPL in all interactions with safety and environmental agency representatives.
- Represent SPL at the Silicon Valley Manufacturing Group as Environmental Committee Co-Chair and Liaison Representative to engage SPL in economic, and environmental policy issues.

Business and Industry Policy Analyst
 NASA Ames Research Center
 Moffett Field, CA. January to June 1996

- Act as the Research Center's environmental regulatory expert in procurement policy and contract development.
- Coordinated the Agency-wide creation and implementation of an Affirmative Procurement Plan, for maximum utilization of recycled content materials throughout the NASA Agency.

Environmental Compliance Specialist
 NASA Ames Research Center, Moffett Field, CA
 November 1991 to January 1996

- Evaluated facility operations for compliance with local, state and federal hazardous materials, hazardous waste, air pollution, and wastewater regulations. Obtained all necessary air pollution control and hazardous materials storage permits for Ames Research Center. Coordinated development of environmental compliance plans (TGO, SPCC, etc.), permits (air, wastewater), reports (Form R) and implementation of emergency response, pollution prevention and waste minimization projects.
- Developed and presented environmental and safety training for 4000+ Ames employees, management and contractors.
- Acted as regulatory agency liaison and internal environmental compliance consultant.

Environmental Analyst
 Mittelhauser Corporation, San Ramon, CA
 March 1991 to November 1991

- Conducted environmental site assessments (Phase I) of large industrial parks, evaluating past and current operations for potential adverse environmental impacts.
- Conducted hazardous materials and hazardous waste regulatory compliance audits at petroleum refining and waste petroleum collection facilities.

Education

San Jose State University, Bachelor of Arts in Environmental Studies, Emphases in Human Ecology and Anthropology, 1989.

(408) 255-9293

PETER MELHUS

19025 Brookview Dr.
Saratoga, California 95070

SUMMARY OF QUALIFICATIONS

Formal education with MBA; Bachelor of Engineering degree in Mechanical Engineering. Currently a Ph.D. candidate at the University of California at Berkeley, Department of City and Regional Planning.

Twenty-five years of responsible experience with career reflecting progression from Engineering Trainee to Multi-functional Management.

Areas of competence include:

- Regional Sustainable Development
- Environmental Policy
- Regional Marketing Management
- Budgeting and Fiscal Administration
- Personnel supervision; staff development
- Project Management; Planning Analysis
- Industrial Power Engineering
- Development of Policies and Procedures
- Contract negotiations
- Needs assessment, analysis and problem solving

Executive-level decision-maker; accountable for setting priorities and meeting or exceeding goals.

Excellent organization, communication and presentation skills.

PROFESSIONAL AND ACADEMIC RECOGNITION

Switzer Environmental Fellow 2002-2003.

Received the inaugural Individual Achievement Award for Exceptional Service for Sustainability Leadership at the 2000 Silicon Valley Conference on Solutions for Sustainability, presented by the Peninsula Industrial & Business Association and the Silicon Valley Manufacturing Group.

PROFESSIONAL HIGHLIGHTS

LECTURER – San Jose State University – Urban and Regional Planning Department (August 2004-present); Environmental Planning (Urb 240 – fall 2004), History of Urban and Regional Planning (Urb 200 – spring 2005) and Business and Environmental Planning (Urb 260 – spring 2005).

E³ CONSULTING SERVICES, Principal (6/98-Present)

E³ Consulting Services specializes in sustainable economic development.

BAY AREA ALLIANCE FOR SUSTAINABLE COMMUNITIES, Executive Director (1997– July 2004) The Bay Area Alliance (www.BayAreaAlliance.org) is a multi-stakeholder, collaborative group in the San Francisco Area dedicated to developing and implementing an action plan that will lead to a more sustainable Bay Area.

Ph.D. CANDIDATE, University of California at Berkeley, Department of City and Regional Planning (1998 – Present). Dissertation topic: Doing well, by doing good: *Public policy effects on decision making in environmentally committed companies.*

PACIFIC GAS & ELECTRIC CO. 1973 - 1998

DIRECTOR, SUSTAINABLE ECONOMIC VITALITY (9/97 – 6/98)

Provided staff support to PG&E's Chairman and CEO for his involvement in the President's Council on Sustainable Development (PCSD).

Served as Executive Director of the Bay Area Alliance for Sustainable Development.

Provided PG&E leadership in working with local environmental, business and governmental leaders in developing and implementing local and regional sustainable economic development policies, e.g., Foundation for Community Design (San Luis Obispo County), Bay Area Alliance for Sustainable Development, Tri-County (Monterey, Santa Cruz, San Benito) council on sustainable development.

DIRECTOR, CORPORATE ENVIRONMENTAL QUALITY (11/90 - 9/97)

- Provided staff support to PG&E's Chairman and CEO for his involvement in the PCSD.
- Directed the activities related to PG&E's corporate environmental policy and development of PG&E positions on environmental issues.
- Established and maintained strong relations with national, state and local environmental groups.
- Directed preparation of six annual environmental reports to PG&E's Board of Directors.

MANAGER, REGION MARKETING DEPARTMENT (8/87 - 11/90)

Directed the activities of personnel in the department to provide staff services to five operating divisions and the Region Vice President

PUBLIC POWER SECTION, COMMERCIAL DEPARTMENT (1/87 - 8/87)

- Directed the activities of personnel involved in the development of corporate policies related to municipalization, annexation, takeover and competition with municipalities.
- Interpreted/administered CPUC & FERC jurisdictional tariffs/agreements for electric resale and wheeling services and energy contracts with local, state, and federal agencies

ASSISTANT PROJECT MANAGER, PRODUCTIVITY ENHANCEMENT PROJECT (12/85 - 1/87)

- Provided staff support to PG&E's Management Committee to measure and improve corporate productivity. Developed Cost Reduction Tracking System; wrote CRTS Users Manual.

SENIOR PLANNER, REORGANIZATION PROJECT, SR. VP-OPERATIONS (4/84 - 12/85)

- Test Site Coordinator; leader of the Management Systems and Facilities subgroups; Regional Coding Task Force Chairman.

SR. COMMERCIAL ANALYST, MAJOR ACCOUNTS & TECHNICAL SERVICES (10/81-4/84)

- Takeover Committee; administration of special contracts; negotiation of new contracts and litigation settlements; special projects.
- Negotiated settlements of litigation and new service agreements.

Previous Positions Held with PG&E

District Marketing Supervisor, (East Bay Division) - (2/81-8/81)

Commercial Analyst, General Office Energy Section - (4/79-10/81)

Division Industrial Power Engineer (Coast Valleys Division) - (9/77-4/79)

Commercial Representative, (San Jose Division) - (5/74-9/77)

EDUCATION

University of Santa Clara, Santa Clara, CA

Master of Business Administration (MBA) Degree (1978)

The Cooper Union for the Advancement of Science & Art, NYC, NY

Bachelor of Engineering Degree in Mechanical Engineering (1973)

Boards, Community Involvement

Silicon Valley Environmental Partnership (SVEP) – Board of Directors (chair, emeritus)

Sustainable Silicon Valley – Founding Board member, Treasurer

Former Board Affiliations, Community Involvement

Green Biz.com – Advisory Board

Recycled Paper Coalition – Founding Board member

UC Berkeley, College of Natural Resources – Advisory Board

Peninsula Conservation Center Foundation – Board of Directors

Alameda Center for Environmental Technologies – Board of Directors

Joint Venture: Silicon Valley; Economic Prosperity Council – Founding Board member

Specialized Training

Inside Washington – Business and Policy – The Brookings Institute

Sales Mgmt. & Marketing Strategy – Darden Grad. School of Business

Supervisory Leadership & Business Skills – PG&E

Business Leadership – Strategic Management Group, Inc.

Making Strategy Work – Santa Clara University

Positive Power & Influence – Situation Management Systems, Inc.

Developing Customer Focused Strategies – Institute of Mgmt. Studies

Publications

The Booming Economy – A Natural End? in Electronic News Online (Dec. 6, 1999)

PG&E Environmental Quality Report 1990, 1991, 1992, 1993, 1994, 1995

Design for the Environment at PG&E; with Dr. Claude Poncelet; pg. 253-269 in

Design for the Environment, Joseph Fiksel Ed; McGraw-Hill 1996

JENNIFER SMITH GRUBB
224 Airport Parkway, Suite 620, San Jose, CA 95110
Telephone: (831) 239-2611
smithjen@ix.netcom.com

PROFESSIONAL EMPLOYMENT

2004 – Present. Sustainable Silicon Valley

Executive Director and President of the Board of Directors

2002 – 2004. California Environmental Protection Agency

Project Director, Sustainable Silicon Valley Initiative

In 2004, established Cal/EPA initiated project, Sustainable Silicon Valley, as an independent non-profit public benefit organization, along with Silicon Valley Environmental Partnership and Silicon Valley Manufacturing Group. Implementing a unique regional environmental management system to address environmental and resource issues in Silicon Valley through a broad partnership of stakeholders. Manage 50-person volunteer organization of business, government, non-governmental organizations and academics. Oversee development of water quality and quantity goals. Negotiated and organized media event to announce participants' commitment to support ambitious 20% carbon dioxide emissions reduction goal for the Valley. Mediated development of carbon dioxide emissions and reporting protocol. Led successful sustainability conferences on energy, transportation and water. Developed annual budget, strategic plan and currently obtaining organizational funding through grants, participants and foundations.

Project Coordinator, California Dairy Partnership

Initiated interagency workgroup and then established a partnership among business, government, non-governmental organizations and academics, to promote sustainability of California dairy production through stakeholder collaboration, the application of shared principles of sustainable development, and the use of performance targets to direct progress

1997 – 2002. California Environmental Protection Agency

Environmental Management System Project Director

Led complex pilot project with a variety of California businesses interested in improving environmental performance and compliance. Promoted project concept with potential participants at public speaking events, then followed up with interested businesses in individual meetings. Chaired intra-agency project management team, overseeing all aspects of project. Developed selection criteria, fact sheets, work plans, and data protocols. Wrote, secured, and successfully managed \$112,000 grant from US Environmental Protection Agency (US EPA) with multiple contracts. Wrote press releases. Conducted public hearings. Conducted quarterly meetings with two 50 member public advisory groups, composed of businesses; local, state and federal government; non-governmental organizations and academia. Designed and conducted training sessions and engaged sustainability experts to educate public groups. Conducted facility environmental management system audits. Reported quarterly to the state legislature. Presented at national conferences. Provided comprehensive final report. Continue to work nationally with US EPA to implement, audit and establish policy for environmental management systems.

**1992 – 1997. Department of Toxic Substances Control
Environmental Assessment and Reuse Unit Chief**

Established the Office of Military Facilities' property lease and transfer process for the base closure program. Hired and supervised staff, managed budget process, and developed and implemented workplan. Worked with redevelopment entities, the Governor's office, military service branches, and federal, state and local regulatory agencies to resolve land use problems associated with the transfer and lease of contaminated property. Chaired national American Society for Testing and Materials committee to develop the Provisional Standard for Environmental Baseline Surveys. Worked nationally to develop package to streamline environmental requirements for transfer of property.

Department of Toxic Substances Control

1988 – 1992. RCRA Compliance Inspector

1984 – 1988. Enforcement Policy Specialist

Worked extensively with hazardous waste laws and regulations in environmental compliance, including policy development, negotiation and implementation. Inspected drum reconditioners in statewide compliance action. Inspected complex treatment, storage and disposal facilities, including military bases. Drafted and negotiated administrative enforcement orders. Chaired Department's Health and Safety Committee. Conducted health and safety audits.

EDUCATION

B.S. (Bachelor of Science, Zoology) University of California at Davis, 1982.

AWARDS/ RECOGNITION

City of San Jose Commendation, Sustainable Silicon Valley Initiative, 2004.
California Sustainability Leadership and Service Award, Silicon Valley 2001.
American Society for Testing & Materials, Committee Chair Award, 1992 –1996.
U.S. Navy, Recognition Award, 1992 - 1997.
Governor's Health and Safety Award, 1992.

MEMBERSHIP

Multi-State Working Group on Environmental Performance, 1997-Present.
Santa Cruz Chamber of Commerce Sustainability Committee, 2000-2002.
US EPA National Environmental Performance Track Program, California Representative, 2000-2004.
Southern California Strategic Goals Program for Metal Finishing Companies, 1997 – 2004, Chairperson 2002 - 2004.
California Association of Professional Scientists, Professional membership.



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San José, California 95110
08/501-SVMG (7864) Fax (408)501-7861

<http://www.svmg.org>

CARL GUARDINO

President & CEO

Board Officers:

AART J. DE GEUS

Chair

Syncpsys

WILLIAM T. COLEMAN III

Vice Chair

Cassatt Corporation

ROBERT SHOFFNER

Secretary/Treasurer

Citibank

Board Members:

JOHN ADAMS

Wells Fargo Bank

NED BARNHOLT

Agilent Technologies

CRAIG R. BARRETT

Intel Corporation

RAY BINGHAM

Cadence Design Systems, Inc.

MICHAEL CANNON

Sollectron Corporation

PETER CARTWRIGHT

Calpine Corporation

RAQUEL GONZALEZ

Bank of America

MRC GREENWOOD

University of California

BRIAN HALLA

National Semiconductor

JEANETTE HORAN

IBM Corporation

LEONARD KWATKOWSKI

Lockheed Martin

PAUL LOCATELLI, S.J.

Santa Clara University

JUN NARUSE

Hitachi Global Storage Technologies

LEN PERHAM

Optimal

KIM POLESE

Marimba, Inc

BRYON SCORDELIS

Greater Bay Bancorp

DAVID J. SHIMMON

Kinetics Group

MICHAEL SPLINTER

Applied Materials

LINDA SULLIVAN

NBC 11

JOYCE M. TAYLOR

SBC

JOSEPH "CHIP" VISCI

San José Mercury News

BOB WAYMAN

Hewlett-Packard Company

KENNETH WILCOX

Silicon Valley Bank

DAVID WRIGHT

Legato Systems

JOANN ZIMMERMAN

Kaiser Permanente

Working Council Chair

NANCY NOE

Alza Corporation

Founded in 1977 by

DAVID PACKARD

January 11, 2005

California Department of Water Resources
Office of Water Use Efficiency
1416 Ninth Street, Room 338
Sacramento, CA 95814

To Whom It May Concern:

The Silicon Valley Manufacturing Group is pleased to support the Sustainable Silicon Valley's proposal for Water Use Efficiency Projects. The Silicon Valley Manufacturing Group (SVMG), founded in 1978 by David Packard of Hewlett-Packard, represents 195 of the Silicon Valley's most respected employers. SVMG members collectively provide nearly 250,000 jobs, or one of every four private sector jobs in Silicon Valley. SVMG actively engages in economic and quality of life policy areas, including land use and housing, transportation, education, energy and environmental issues.

SVMG was one of the founding participants in the Sustainable Silicon Valley (SSV) as a business and economic issues stakeholder and has continued an instrumental role in SSV's organization and program implementation.

SVMG supports the Sustainable Silicon Valley by being an ongoing core stakeholder participant in energy and water-related programs, by bringing businesses to the discussions involving economic and environmental vitality and sustainability for Silicon Valley. SVMG is a committed partner in the SSV efforts and will continue to provide access to business leaders, facilitate policy discussions, and advocate for solutions to the region's resource and sustainability challenges.

SVMG looks forward to participating and will support SSV's efforts to build more strength in a regional collaboration for water use efficiency. We hope you will also support this worthwhile endeavor in your grant awards.

Sincerely,

Margaret Bruce

Director, Environmental Programs
Silicon Valley Manufacturing Group



PACIFIC
INSTITUTE

Research for People and the Planet

January 11, 2005

California Department of Water Resources
Office of Water Use Efficiency
1416 Ninth Street, Room 338
Sacramento, CA 95814

To Whom It May Concern:

The Pacific Institute is pleased to support the Sustainable Silicon Valley's proposal for Water Use Efficiency Projects. The Pacific Institute provides independent research and policy analysis on issues at the intersection of development, environment, and security. Our aim is to find real-world solutions to problems like water shortages, habitat destruction and global warming. The Pacific Institute was invited to join SSV in 2003 to advise stakeholders regarding water management and has been participating in SSV meetings and projects, including the multi-stakeholder workshop on sustainable water held in April 2004.

As a member of SSV water subcommittee, the Institute will continue to collaborate with SSV on its Water Initiative. I believe that the Initiative's innovative approach to involve a full-range of community stakeholders to pursue a region-wide goal will greatly contribute to sustainable water use in California. The Institute is committed to provide analytical support to this Initiative, by providing the data and research results on regional water supply and demand, as well as models and scenarios for various sustainable water demand measures.

I hope that California Department of Water Resources will support SSV's efforts to build a regional collaboration for water use efficiency.

Gary Wolff, P.E., Ph.D.
Principal Economist and Engineer

654 13th Street, Preservation Park, Oakland, California 94612, U.S.A.
510-251-1600 | fax: 510-251-2203 | email: pistaff@pacinst.org | www.pacinst.org

DIANNE FEINSTEIN
CALIFORNIA



COMMITTEE ON APPROPRIATIONS
COMMITTEE ON ENERGY AND NATURAL RESOURCES
COMMITTEE ON THE JUDICIARY
COMMITTEE ON RULES AND ADMINISTRATION
SELECT COMMITTEE ON INTELLIGENCE

United States Senate
WASHINGTON, DC 20510-0504
<http://feinstein.senate.gov>

April 15, 2004

Carl Guardino
President and CEO
Silicon Valley Manufacturing Group
224 Airport Parkway, #620
San Jose, CA 95110

Dear Carl,

I am writing to thank you for the Silicon Valley Manufacturing Group's recent commitment to help reduce carbon dioxide emissions in Santa Clara County, California. I applaud the Group's leadership and the effort to set a strong example for the rest of the nation. The public-private nature of the coalition and the stated goal of reducing emissions 20 percent below 1990 levels by 2010 creates an ambitious marker for others to follow.

Coming from California - a state at great risk from climate change - I strongly believe that the United States needs to take a leadership role to prevent climate change. I believe that we need mandatory programs to increase energy efficiency and reduce our greenhouse gas emissions. With or without mandatory programs, private innovation will be crucial to efforts to reduce emissions. I applaud your coalition's work to solve the problem. I hope that more companies and areas will follow your example.

Thank you again for your work. Please contact me if I can help with your efforts in any way.

With warmest regards,

Sincerely,