

US EPA ARCHIVE DOCUMENT

**Kentucky Department for Environmental Protection
Final Report to the
U.S. Environmental Protection Agency
for the
2005-2006 State Innovation Grant Program**

**Implementing Kentucky's Environmental Leadership Program - A Vertical Start-up
Model with Multi-State Applicability**

Assistance Agreement No. EI 96452806-0

Summary and Results

In February 2006, the Kentucky Department for Environmental Protection (DEP), received grant funding from the U.S. Environmental Protection Agency (EPA) to develop and implement KY EXCEL. KY EXCEL is a voluntary program designed to encourage positive environmental projects from individuals, organizations and companies.

The goals of the grant were to:

1. Improve comprehensive, multimedia compliance among the regulated community.
2. Reduce pollution and measure results.
3. Enroll, recognize and encourage leaders who commit to improving Kentucky's environment.
4. Sustain and continually improve results over time.
5. Leverage Kentucky's environmental excellence as an economic advantage.
6. Strengthen Kentucky's posture as an innovative state.
7. Prepare Kentucky for a future of performance-based environmental improvement.
8. Build partnerships between Kentuckians (both public and private entities) and with regional neighbors.
9. Improve efficiency and reduce costs for Kentucky businesses and for the Department for Environmental Protection.
10. Align synergistic programs that encourage leadership across all media.
11. Document the design and implementation process for use by other states.

In order to achieve these goals, Kentucky's Division of Compliance Assistance (DCA), established KY EXCEL, which accepted its first two members on February 15, 2006. By the end of 2008, KY EXCEL had grown to 176 members. These members are working on or have completed over 750 projects, making significant investments in Kentucky's environment. Members have spent over \$65.9 million and invested over 418,000 hours. These voluntary projects benefit all Kentuckians, at no cost to taxpayers.

Background

In the past, the Department for Environmental Protection had used inspections and enforcement to obtain compliance from facilities in the state. DEP determined that using inspections and enforcement proceedings had been an effective tool in returning sources to compliance, but wanted to do more. Legislation had been passed encouraging the establishment of an environmental leadership program, but the program had never been created. DEP decided to create this program to recognize entities that were doing positive things for the environment.

DEP worked with the EPA to gather information on other environmental leadership programs, such as the National Environmental Performance Track, which was studied as well as leadership programs from other states. Kentucky determined that a tiered system consisting of four levels of membership would fit its needs best. The first level, the Advocate level, would be open to anyone and would allow individual households, engineering firms, schools and others to participate in KY EXCEL. The three remaining levels, Partner, Leader and Master, would be available to entities that were regulated by DEP.

The Advocate level was set up as a one-year membership that required one voluntary, environmentally beneficial project per year of membership. The memberships could be renewed yearly. Projects conducted by Advocate members were greatly varied and included starting recycling programs in homes, giving presentations in schools, conducting free seminars on environmental issues and constructing a LEED-certified building.

The Partner, Leader and Master levels were set up as three-year, renewable memberships. The Partner level required one voluntary, environmentally beneficial project per year and a self-assessment of the facility. The Leader level required three voluntary, environmentally beneficial projects per year and a self-assessment of the facility. The Master level, modeled after EPA's NEPT program, required five voluntary, environmentally beneficial projects per year, a third-party assessment of the facility and a history of sustained compliance with Kentucky's regulations.

Project Milestones and Accomplishments

1. Design KY EXCEL program structure and educate DEP staff: During the initial development of KY EXCEL, people from various divisions were asked to participate in the creation of the program. The development committee had many options available. They could create a program only open to very high-level performers or they could opt for a tiered system. The tiered system was chosen to allow regulated participants to join the program and then progress in their membership as their environmental stewardship grew. The committee also decided to create a tier, the advocate level, for nonregulated participants. The Advocate level has a varied membership and includes households, law firms, engineering firms, labs and nonprofit organizations.
2. Publish promotional materials: A KY EXCEL fact sheet that describes the four membership levels and the requirements for membership for each level has been developed. A trifold brochure designed for bulk mailings has also been created. It has a list of incentives for the program and describes the four membership levels.

3. Plan and hold regional training events: KY EXCEL held training events for the regional offices within the Department for Environmental Protection. The events included presentations to inspectors for the Division for Air Quality, Division of Water and Division of Waste Management. The inspectors are aware of facilities that do positive things for the environment. The training has been successful in making inspectors aware of KY EXCEL, which has resulted in several facilities being suggested by the field staff as potential members.
4. Identify sector specific/regional partnership opportunities: One of the pleasant surprises of the KY EXCEL program is the number of partnerships that have developed between members. There have been several partnerships between regulated facilities and non-regulated members. We have members who are willing to mentor nonmembers through the process toward membership, including helping to develop environmental management plans.
5. Registration for program candidates: Registration of members in KY EXCEL is an ongoing process. During 2006, there were 28 Advocate members, 2 Partner members, 6 Leader members and 16 Master members. For 2007, there were 25 Advocate members, 5 Partner members, 21 Leader members and 17 Master members. For 2008, there were 27 Advocate members, 15 Partner members, 3 Leader members and 12 Master members.
6. Provide support to candidates (complete entry requirements): The KY EXCEL staff continues to provide support for members of KY EXCEL and others who have an interest in joining the program. Members call with varied questions, both on KY EXCEL issues and other issues regarding their permits and requirements. Answers to these questions are determined, and the information is returned to the members and nonmembers alike.
7. Announcements of inaugural membership: Inaugural members were presented with plaques signifying their inaugural membership in KY EXCEL. These members were also recognized at the KY EXCEL members meeting.
8. Develop KY EXCEL Web site and online application: The KY EXCEL Web site has been developed. It is updated as changes occur to the application process, members are added to the program or information on the Web site becomes outdated.
9. Develop KY EXCEL online documents library: To help our members and nonmembers who visit the KY EXCEL Web site, we have posted many documents. One incentive for Master members is having a press release issued upon their entrance into KY EXCEL. So far, press releases for 30 Master members are on the Web site. We are in the process of finishing the remaining press releases and will post those when they are released. A list of KY EXCEL members and the KY EXCEL Performance Assessment Workbook are available on the Web site for interested parties. Also, all KY EXCEL newsletters are online.
10. KY EXCEL alignment with NEPT (MOA option): KY EXCEL is committed to ensuring that the Master-level membership is in alignment with the requirements of NEPT.

Originally, the Master-level membership required four project commitments per year. After reviewing the requirements of NEPT, the Master-level membership was revised to require five projects, one of which must be an outreach/education project. As changes occur to NEPT, our KY EXCEL Master-level membership will be updated to reflect those changes.

11. Plan and deliver KY EXCEL networking event(s): KY EXCEL held its first annual members meeting on Nov. 29, 2006. At this meeting, there were sessions on KY EXCEL program updates, annual reporting, member projects and national leadership opportunities. Inaugural KY EXCEL member plaques were also handed out during the Leadership Awards dinner. KY EXCEL held its second annual members meeting on Monday, Oct. 1, 2007. At this members meeting, the remaining inaugural awards were announced. There were sessions on software updates in the Department for Environmental Protection, results of the members' projects to that point, proposed changes to the program, networking exercises and members got to meet with Jimmy Palmer, regional administrator for U.S. EPA Region 4. The third annual members meeting was held on Monday, Oct. 6, 2008, and included sessions on recycling issues in the state, presentations by our members on their projects, project results and a chance to meet the new Cabinet Secretary, Leonard K. Peters. In addition to the KY EXCEL members meeting, other avenues for networking are being discussed. Plans are currently underway to hold quarterly training sessions in 2009. The topics of these training sessions will be chosen through member requests or timely topics of interest to our members. As an incentive for membership in KY EXCEL, members will be invited to attend these training sessions as a reduced rate. As another networking option, an e-mail distribution list is being considered for KY EXCEL members only. Members will be able to submit requests for help, upcoming training and other things that might be of interest to other KY EXCEL members.
12. Plan incentives update based on member input: There is an extensive list of incentives for KY EXCEL members. The incentives vary depending on level of membership, with the top two levels, Leader and Master, having an accelerated permit option available. KY EXCEL members are always welcome to suggest new incentives, and all ideas for incentives will be investigated to determine if they are feasible.
13. Review initial program for improvement opportunities: KY EXCEL staff members are always looking for ways to improve the program. The application form for membership has been revised, and the proposed project and project report forms all have been created to help members with their reporting. Another change made to the program involved the Partner level. Several potential candidates for membership mentioned they did not have an environmental management plan (EMP) in place. It was determined through polling our existing members that the EMP would not be a requirement for Partner members to join the program as long as an EMP is developed within the first year of membership. The application forms and report forms have been upgraded to make applying for membership and documentation of successes easier.

14. Add budgeted personnel to KY EXCEL staff: Two personnel have been added to the KY EXCEL program, with the first person starting on July 16, 2006. Since the amount of work required for the program was too much for one person, a second person was hired on Aug. 16, 2007. The second person has allowed the program to reduce the backlog of work, which when the backlog has been eliminated, will allow more opportunities for recruiting new members.
15. Pre-work and completion of first annual report: The first annual report for KY EXCEL was submitted on Aug. 2, 2007, and encompassed a general overview of KY EXCEL and the accomplishments of the first year of the program. Also included was a summary of the number of members in the program and the projects they had committed to performing.
16. Review reporting for improvement opportunities: After receiving annual reports from early members, it was determined that KY EXCEL needed a report form to help standardize the information being submitted to the program. This form has helped members understand the information KY EXCEL would like to see on the annual reports and has helped in the documentation of the successes of our members.
17. Plan and deliver program networking event(s): This was discussed in Section 11.
18. Plan incentives update based on member input: This section was discussed in Section 12.
19. Review program for improvement opportunities: This was discussed in Section 13.
20. Document KY EXCEL development process for reapplication: KY EXCEL has documented the process to create the program, completed SOPs and created application and report forms. This information is always open to states who request it. We have discussed our program with Arkansas and Texas since they are trying to get their programs implemented.
21. Pre-work and completion of second annual report: The second annual report for KY EXCEL was submitted on Aug. 2, 2007. The report encompassed a general overview of KY EXCEL and the accomplishments of the program's first year. Also included was a summary of the number of members in the program and the projects they had committed to performing.
22. Develop SOP's for annual renewal activities and execute: SOPs have been written and continue to be written as procedures change and are updated.
23. Pre-work and completion of third annual report: A third annual report will not be drafted since the grant will be closed out with the approval of this final report.
24. Summarize results and issue final report to SIG: This report will fulfill this milestone.

Project Summary

Legislation to create an environmental leadership program had been on the books for several years, but the program had never been created. In early 2005, the new commissioner of the Department for Environmental Protection made a decision to implement an environmental leadership program. Initial meetings were held with representation from the three Divisions within the Department for Environmental Protection. There were six members on the team representing the Division for Air Quality, the Division of Waste Management, the Division of Water, Small Business, Enforcement and the Commissioner's Office.

This team reviewed EPA's Performance Track program, environmental leadership programs from several states and Kentucky's needs for its environmental leadership program. There were many options to choose from for this program. Some states opt only to allow their best performers into their program, while others are only open to regulated entities. After evaluating these other programs, the team created KY EXCEL, Kentucky's Excellence in Environmental Leadership program.

There are four levels of membership in KY EXCEL. The first level, the Advocate level, was created for nonregulated entities, since Kentucky thought it was important that they be allowed to participate in the program. The projects undertaken by these nonregulated entities provide an environmental benefit to the state of Kentucky. The remaining three levels of membership would be available for regulated entities. The Partner level is the entry level for KY EXCEL. The Leader level is a more advanced level of membership, while the top level of membership is the Master level, which is modeled after the EPA's NEPT.

The Advocate level, open to nonregulated entities, was created to allow individuals the chance to participate in KY EXCEL. The Advocate membership is a renewable, one-year membership. This membership level requires one voluntary project per year and an annual report on the projects. The Advocate level has a widely varied membership, including members from individual households, hotels, nonprofit organizations, engineering firms, homeowners associations, television stations and law firms. Some of the incentives for Advocate members include an invitation to the annual KY EXCEL members meeting, using the KY EXCEL logo and a link to the member's Web site from KY EXCEL's Web site. As of December 31, 2008, there are 80 Advocate members, which makes this group the program's largest membership level. These members have completed or are currently performing 143 voluntary projects. We have had a few members decide not to renew their membership after their one year is up, but for the most part, Advocate memberships have been renewed.

The Partner level is KY EXCEL's entry level for regulated entities, and it is a three-year commitment. Partner members are required to perform one project per year, conduct a self-assessment of their facility, complete an annual report for each project and develop an environmental management plan. In the first two years of KY EXCEL, the Partner level was our smallest level. In 2007, changes were made to hopefully increase membership. Previously, Partners were required to have an environmental management plan in place prior to joining KY EXCEL. A change was made allowing facilities to join that do not have an environmental management plan in place, as long as they commit to developing one within their first year of

membership. Some of the incentives for Partner members are an invitation to the annual KY EXCEL members meeting, using the KY EXCEL logo and having a link to their Web site from KY EXCEL's Web site. As of December 31, 2008, there are 21 Partner members, and they have completed or are currently performing 46 voluntary projects.

The Leader level is KY EXCEL's more advanced membership level for regulated entities. The Leader-level membership is a three-year commitment. Leader members are required to perform three projects per year, conduct a self-assessment of their facility, complete an annual report for each of their projects and have an environmental management plan in place. Some of the incentives available to Leader members include the incentives available to the Partner members and the accelerated permit option. The Divisions of Air Quality, Water and Waste Management have agreed to expedite KY EXCEL Leader member's permit applications. This can allow a Leader member to receive a permit quicker than normal. As of December 31, 2008, there are 30 Leader members, and these members have completed or are currently performing 187 voluntary projects.

The Master level is KY EXCEL's top level of membership for regulated entities. The Master membership has been modeled after EPA's National Environmental Performance Track program and is a three-year commitment. Master members are required to perform five projects per year, one of which must be an outreach or education project. Other requirements are that the facility must conduct a third-party assessment of its facility, complete an annual report for each of its projects, have an environmental management plan in place, agree to mentor another member if requested and demonstrate past environmental achievement. Master members are eligible for the same incentives as the Leader members, plus a statewide press release and presentation of their membership certificate at their facility. As of December 31, 2008, there are 45 Master members, and they have completed or are currently performing 358 voluntary projects to protect and restore Kentucky's environment.

Kentucky determined it would allow entities into the entry levels of KY EXCEL even if they are having some compliance issues. Though a company is having these issues, it should not detract from them when they are doing voluntary, positive things for the environment. If the member wishes to advance to the Master level, a sustained history of compliance with Kentucky's regulations is required.

KY EXCEL members are allowed to choose their own projects. DCA created criteria for members to follow in choosing their projects. The projects must meet three criteria. The first criteria is that the project must demonstrate that it will produce a positive benefit to Kentucky's environment. The second criteria is the project must be voluntary. It can not be an activity that would otherwise be required by Kentucky's environmental statutes or regulations. Lastly the project must be meaningful. It must be substantial for the membership level being pursued and significant relative to the applicant's capabilities. For membership levels that require more than one project commitment, the division will evaluate the collective substance of the proposed projects, rather than evaluating each project individually.

The money allotted to Kentucky in the grant was used to create the program, for administration of the program, fund two employees, supplies, inaugural member awards and a

meal at the first member's meeting. The money was not passed through to members to conduct projects or provide results of these projects. The two employees paid with grant funds worked solely for the KY EXCEL program. They provided our members with customer service answering questions and emails; worked with applicants to KY EXCEL to ensure their application was processed in a timely manner; printed and mail membership certificates; processed project reports and proposed projects; and entered data into the state's tracking program, TEMPO.

Program Marketing

To grow KY EXCEL membership, program staff members have presented and will continue to present at locations where potential members are meeting. We have presented at Earth Day festivities, environmental and health safety fairs, farmer's markets, other state agencies, sustainability fairs, professional associations and to facilities where we have been invited to speak. We have tried other ideas to recruit members.

After KY EXCEL obtained a list of companies in Kentucky that are ISO 14001-certified, calls were made to these companies to discuss KY EXCEL and membership in the program. As a result, several facilities have joined KY EXCEL.

Another way the program has grown is through the recruitment efforts of current members of KY EXCEL. Some members are requiring their business partners to be members of KY EXCEL. Others are giving presentations about KY EXCEL to other companies. It is said that word-of-mouth advertising is the most effective. What better advertising can you get than from the members of the program espousing the benefits of being in KY EXCEL!

One of the incentives for Master-level membership is having a membership certificate presented at the site. The governor has been to three of the Master-level certificate presentations. This not only garners positive press for the member, but also for KY EXCEL. Even when the governor cannot make these presentations, the local press is often invited to the presentations.

KY EXCEL issues several newsletters per year, which are sent to everyone in the Department for Environmental Protection, to the members of KY EXCEL and to interested parties who have signed up for our e-mail distribution list. This helps get the word out about the positive things that KY EXCEL members are doing for Kentucky's environment. It also keeps KY EXCEL in the minds of these individuals.

One final way the program is marketed is through the other programs within the Division of Compliance Assistance. DCA has an Environmental Compliance Assistance Program (ECAP) that visits facilities and helps to determine the compliance of a site. ECAP staff members mention KY EXCEL at these presentations. Several of our members have been from companies who have attended ECAP presentations. A KY EXCEL member who has remodeled an old building into a LEED-certified structure was recruited by DCA's Kentucky Brownfield Program. The Operator Certification Program provides training and issues certifications to Kentucky's drinking water and wastewater system operators. During the program's training sessions, KY EXCEL materials are available to class participants. In turn, during KY EXCEL presentations,

the other DCA programs are mentioned. Through our combined efforts, each of the programs is growing.

Recommendations for Future Programs Like KY EXCEL

The KY EXCEL program is still growing and changing and so are the recommendations that KY EXCEL would make to other states that are in the process of starting an environmental leadership program. Here is a list of things those states might consider:

1. Be as inclusive as you can be when forming the team to create your environmental leadership program. Varied opinions will help create a strong, viable program. Will you have a tiered program or a single level program? If you have a tiered program, will you require members to advance in membership levels?
2. Review existing environmental leadership programs and interview people who work in those programs. Get their opinion on what works and what does not.
3. Determine how the members of the program will report. Will reports be made on a calendar-year basis, fiscal-year, a year from the membership date or quarterly? One thing to remember is if the members report yearly, all the members will report at the same time; creating a log jam of work at one time.
4. Widespread support for the program is a must if it is to survive. Support from upper level leadership will be needed. If you don't have that, it will be harder for the program to survive bad times.
5. Have adequate staff available if possible. Shortages in staff will create a backlog of work and not allow for much recruiting. In the beginning, recruiting will be vital in helping the program get on its feet.
6. Create a list of places you can begin recruiting efforts. These places could be at Earth Day fairs, Health and Safety fairs, Small business conferences, state inspectors and permit writers or ISO 14000 certified facilities in your state.
7. Have all the program forms created before the launch of the program. Having a standard proposed project form and project report form will help document the results of the member's projects. If you don't have the forms created, members and applicants will submit varied information. This will cost you time trying to get the needed information.
8. Grant money received is not enough to start, run and maintain an environmental program. Make sure there is other money available to support the program. You do not want your program to disappear when the grant money is all spent.
9. Have a vision for the next 3 to 5 years detailing how you are going to ensure that the state will dedicate resources to continue the program once the grant money has been exhausted.
10. Program evolution will need to continue to include involvement of those who were present at the beginning. As the program gets off the ground, issues will crop up. Some examples are Do you require standard units when reporting; How to you revise application forms; Are you going to involve the members in program decisions.

11. Are you going to have a member's meeting? We have had a meeting since the beginning of the program. Our members enjoy getting to meet the other members and exchange ideas on projects.
12. Are you going to require standard measures on your annual reports? When KY EXCEL was set up, standards reporting units were not required. This has caused KY EXCEL to have to do research to convert the submitted data into standards units. In hindsight, standards units probably would have been a good idea, but we did not want to limit the types of projects we received.
13. How are you going to obtain your data? We have had issues with getting some members to report their results. When people leave a company, their replacements may or may not feel any obligation to KY EXCEL. This causes difficulty in getting results. The state of the economy also affects data collection. As the economy has taken a downturn and jobs are lost, environmental leadership programs are not a priority for some businesses.
14. What are you going to do with members who do not report? KY EXCEL was not set up with any mechanisms to address members who do not submit their reports. We are currently trying to address this issue.

Project Measurements

The original membership goals set for the program were to have 300 members by the end of the first year and 3,000 members by the end of the third year. While these goals have not been met, the growth of the program is still remarkable. There were 52 members at the end of the first year, consisting of 28 Advocate members, 2 Partner members, 6 Leader members and 16 Master members. During the second year of the program, 68 members joined KY EXCEL—25 Advocate members, 5 Partner members, 21 Leader members and 17 Master members—for a total of 120 members by the end of that year. This represents a 230 percent growth from the first year to the second. During 2008, 27 Advocate members, 15 Partner members, 3 Leader members and 12 Master members joined the program, bringing the total membership to 178 members. This represents a 148 percent growth from the second year to the third, with these 178 members having completed or currently working on over 750 projects.

KY EXCEL members have taken their obligations to the program very seriously. We ask our members to report their inputs into their projects. Their inputs are the number of hours they spend on their projects, the numbers of people involved and the amount of money they spend on the project. The numbers are staggering. Our members have spent over \$65.9 million, invested over 418,000 hours and more than 11,000 people have participated in these projects. Numbers like these show the validity of programs like KY EXCEL. Kentucky's voluntary environmental leadership program does not generate any income for Kentucky, but that in no way reflects the numerous benefits the citizens of Kentucky receive from KY EXCEL. The project results in this document have been reported collectively. For some members, the results they achieve are due to changes they have made in their processes. These changes could be seen as a competitive advantage over competitors. Therefore, they did not want their results reported individually. KY EXCEL has decided to respect the wishes of its members and report results collectively.

Our members report on the outcomes of their projects, which are the benefits the projects have achieved over the year. Though the projects submitted by our members are widely varied, making it hard to report at times, it allows entities down to the household level to feel like they have a way to help the environment in Kentucky. Some of the outputs of our members are as follows:

- Over 5,756 tons of paper has been recycled.
- Over 812,000 pounds of aluminum have been recycled.
- Over 14,400 pounds of universal waste have been recycled.
- Over 5,327 tons of cardboard have been recycled.
- Over 110,700 trees have been planted.
- Over 603 tons of electronic waste has been recycled.
- Over 109,000 pounds of 1, 3 Butadiene emissions were reduced.
- Over 35 tons of hazardous waste was reduced.
- Over 2, 189,000 Kwh of electricity have been reduced.
- Through their projects, our members have saved over \$7 million!
- A complete list of results through December 31, 2008, is included as an attachment.

As mentioned previously, these results were a direct result of the grant funds given to Kentucky to launch the KY EXCEL program.

Program Membership Incentives

In the attachment included with this report, we have a lengthy list of member incentives. For the regulated community, Partner, Leader and Master members, there are more incentives than for the nonregulated, Advocate. The Leader and Master levels are eligible for expedited permitting. During development of KY EXCEL, it was thought this would be an often used incentive. In reality, this incentive has been used very little. Our members seem to enjoy the access to the Department afforded by KY EXCEL. They also enjoy the networking and knowledge gained from membership.

In conversations with our members, it seems that a willingness to “do the right thing” accounts for a lot of the members joining. The companies would be doing the projects even if KY EXCEL did not exist. Because it does exist, they join for the positive publicity they receive from joining the program. Another reason people join KY EXCEL is peer pressure. If a competing company joins, there is added pressure for your company to join. Also, if a company you have contracts with joins, there is an increased desire to join an environmental leadership program. Lastly, being green is a hot topic currently. Being a member in a state environmental leadership program could give an advantage to a company over someone not involved in a leadership program.

Grant Financial Status

The dollars awarded to Kentucky in the SIG grant have been expended. The grant has been closed out by the Department for Environmental Protection’s accounting office.

Outreach Materials

The following list briefly describes the outreach materials developed for marketing and advertising KY EXCEL:

- Brochures suitable for mailing that explain the KY EXCEL program goals, incentives and requirements and the other programs within the division.
- Fact sheet about KY EXCEL that can be handed out during recruitment opportunities.
- Etched awards for inaugural members of KY EXCEL.
- Sticky notes made from recycled materials.
- Each member of KY EXCEL gets a CD with the KY EXCEL logo. The logo has been seen on Web sites and TV broadcasts.
- Tote bags with the KY EXCEL logo for the Governor's Conference on the Environment.
- KY EXCEL Banner.

Attachments

- Attachment 1: KY EXCEL fact sheet
- Attachment 2: KY EXCEL brochure
- Attachment 3: KY EXCEL grant draw down chart
- Attachment 4: KY EXCEL membership list
- Attachment 5: KY EXCEL project status spreadsheet
- Attachment 6: KY EXCEL Advocate Membership Application
- Attachment 7: KY EXCEL Partner Membership Application
- Attachment 8: KY EXCEL Leader Membership Application
- Attachment 9: KY EXCEL Master Membership Application
- Attachment 10: KY EXCEL Voluntary Project Proposal Form
- Attachment 11: KY EXCEL Project Report Form
- Attachment 12: DCA Environmental Performance Assessment Workbook
- Attachment 13: List of incentives for KY EXCEL members
- Attachment 14: Key elements of an Environmental Management Plan
- Attachment 15: KY EXCEL Conceptual – Recommended Projects Checklist
- Attachment 16: KY EXCEL Press Releases
- Attachment 17: KY EXCEL Newsletter May 2006
- Attachment 18: KY EXCEL Newsletter July 2006
- Attachment 19: KY EXCEL Newsletter September 2006
- Attachment 20: KY EXCEL Newsletter January 2007
- Attachment 21: KY EXCEL Newsletter June 2007
- Attachment 22: KY EXCEL Newsletter September 2007
- Attachment 23: KY EXCEL Newsletter October 2007
- Attachment 24: KY EXCEL Newsletter December 2007
- Attachment 25: KY EXCEL Newsletter February 2008
- Attachment 26: KY EXCEL Newsletter June 2008
- Attachment 27: KY EXCEL Newsletter September 2008
- Attachment 28: KY EXCEL Member Project Results