1-5-2010


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EXECUTIVE SUMMARY

- The team completed their strategic plan and submitted it to the SNAP board for review.
- Work continued on the development of an adopt-a-block/parcel program to address the litter and desert dumping problems that exist in the urban-public land interfaces throughout Clark County.
- The team representative on the City of Las Vegas Keep America Beautiful task force is serving as the group’s chairperson.
- The Howard Hughes Corporation desert clean-up collaboration was a success.
- The working model of the GPS unit to be used by volunteers for the GIS database project was field tested.
- Phase III media campaign continued.
- A total of 13 clean-up events were conducted this quarter.

SUMMARY OF ATTACHMENTS

- Meeting Agendas
- Draft strategic plan
- Draft team charter

COLLABORATION WITH INTERAGENCY TEAMS

The Interagency Anti-Litter Team met twice this quarter: October 28, 2009 and November 10, 2009 (see attached agendas for details). The team continues to meet on a regular basis and is providing direction on all four subtasks as detailed below.

TASK 1: STRATEGIC PLANNING AND PROJECT MANAGEMENT

COLLABORATIVE EFFORTS

The team continued working with the Southern Nevada Health District (SNHD), Clark County Community Liaisons, and representatives from Clark County Code Enforcement and Air Quality and Environmental Management (DAQEM) on the adopt a block/parcel concept. As a result of the team’s participation on the City of Las Vegas Keep America Beautiful team (see below) the City of Las Vegas will be joining this collaborative effort so that the adopt a block/parcel program will be unified across many jurisdictions in Clark County.
The Anti-litter project manager continues to serve on the City of Las Vegas Keep America Beautiful (KAB) team. She has been elected chair of the team and will coordinate agendas for the meetings with the Executive Director of the team. The team is composed of representatives from Republic Services, the Nevada Department of Transportation, the Southern Nevada Water Authority, the Adopt a Highway council, the Nevada Conservation League, the Bank of Nevada, UNLV Rebel Recycling, the City of Las Vegas Neighborhood Services and the City of Las Vegas Code Enforcement.

The KAB team will be conducting their litter indexing event in February 2010. The Anti-litter team will assist with the volunteer training to learn strategies for training Don’t Trash Nevada volunteers to collect desert dumping data.

The collaboration with Howard Hughes Corporation was successful with 250 volunteers removing 683 cubic yards of trash. Press coverage was positive and the event resulted in community members contacting the Anti-litter team for assistance in cleaning up BLM parcels in their neighborhoods.

The team completed the draft of their strategic plan and revised their charter (see attachments). Both will be presented to the SNAP executive board during their January 2010 meeting.

**Recycling Efforts**
The team’s recycling feasibility study was accepted by the SNAP board in the previous quarter at which time they were instructed that further direction from the board would be provided. The team has not received further direction.

**GIS Project Planning and Management**
The team continues to work on plans for a GIS database project for litter and dumping. A working model of the GPS unit that contains the form was developed and field tested multiple times. The next steps on the project are to determine standard operating procedures for the volunteers to follow.

**Task 2: Messaging Campaign**
The Phase III media campaign continued with print ads being run in the major Spanish speaking newspaper, radio ads on Spanish and English speaking stations and billboards in both English and Spanish being displayed.

Poster production began when it was determined the team would have access to electronic versions that could be used in multiple publications. Shooters and picnickers are the target audience of the posters.

**Program Website**
The Don’t Trash Nevada official Web site (www.donttrashnevada.org) launched on October 12, 2006. The site includes information related to illegal dumping and litter prevention, clean-up events, recycling, household hazardous waste management, and the anti-litter pledge. Data for the period of September - December 2009 indicate 90,455 successful server requests, and 19,232 successful page requests (See Figure 1 below). During August 2009 the website migrated to a new server which impacted the collection of the statistics.
Community Outreach
The Take Pride in America Southern Nevada Team attended three community outreach events. Staffed by the Public Lands Institute, these events are an opportunity to raise awareness of the litter and desert dumping problem. Individuals are encouraged to sign the Don’t Trash Nevada pledge by offering them a reusable shopping bag. Table 1 contains a summary of the contacts made.

Table 1. Community Outreach Attendance October-December

<table>
<thead>
<tr>
<th>Date</th>
<th>Fair Name</th>
<th>Direct Contacts</th>
<th>Total Pledge Signatures</th>
</tr>
</thead>
<tbody>
<tr>
<td>10/03/09</td>
<td>Henderson National Trails Day</td>
<td>289</td>
<td>84</td>
</tr>
<tr>
<td>10/08/09</td>
<td>CMG Vision 2010</td>
<td>22</td>
<td>6</td>
</tr>
<tr>
<td>10/24/09</td>
<td>Make A Difference Day</td>
<td>79</td>
<td>7</td>
</tr>
<tr>
<td><strong>Totals</strong></td>
<td><strong>390</strong></td>
<td><strong>97</strong></td>
<td></td>
</tr>
</tbody>
</table>

Table 1 shows the number of contacts made at community outreach events and the pledges that resulted from these contacts.

Task 3: Litter and Desert Dumping Clean-ups

A total of 625 volunteers donated 5,511 hours to our public lands during thirteen volunteer events. According to the Independent Sector, which provides data for calculating the economic impact of volunteers, the volunteer events this quarter have had an economic impact of $111,597.75 (See Figures 2-7 on the next pages).
Figure 2 shows the number of events per quarter since program inception.

Figure 3 shows the number of volunteers participating in events each quarter since program inception.
Figure 4 shows volunteer hours contributed each quarter since program inception.

Figure 5 shows the value of volunteer hours since program inception in dollars and cents.

Figure 6 shows the number of cubic yards of waste removed from public lands by volunteers.
Figure 7 compares the volume of trash removed from public lands since program inception to a popular monument.
**Volunteer Clean-Up Events**

Thirteen volunteer clean up events were supported by the Take Pride in America in Southern Nevada team and are summarized below. Table 2 contains a summary of all clean-up efforts supported by the team.

**Sloan Canyon Clean Up**  
October 1, 2009 – Sloan Canyon – BLM  
A total of 16 volunteers helped the BLM remove 35 cubic yards of trash from the surrounding areas in Sloan Canyon.

**Sunrise Mountain Clean Up**  
October 3, 2009 - Sunrise Mountain – BLM  
Seven volunteers removed 35 cubic yards of trash, including landscape and household trash debris from the Sunrise Mountain area.

**Great Unconformity Clean Up**  
October 8, 2009 – Great Unconformity – BLM  
A total of 27 volunteers, including 24 Bailey Middle School students, removed 2 cubic yards of trash from the Great Unconformity area.

**Hollywood Blvd. and Alto Avenue Clean Up**  
**October 16, 2009** – Hollywood Blvd. and Alto Avenue Area -BLM  
A total of 35 Windemere employees removed 35 cubic yards of trash from the neighborhood areas of Hollywood Blvd. and Alto Avenue.

**Sandy Valley Community Clean Up**  
**October 17, 2009** – Sandy Valley - BLM  
A total of 30 Volunteers removed 238 cubic yards of trash from the Sand Valley area.

**Summerlin Clean-Up**  
**October 17, 2009** - Summerlin Area - BLM  
As a part of a joint effort between Don’t Trash Nevada, the Bureau of Land Management and the Howard Hughes Corporation over 200 volunteers with the media present worked to remove trash from the area.

**Six Mile Cove Clean Up**  
**October 24, 2009** – Six Mile Cove - NPS  
A total of 17 volunteers removed 48 bags of trash and 4 buckets of glass from the Six Mile Cove beach area.

**Callville Bay – Lake Mead National Recreational Area**  
**November 14, 2009** – Lake Mead NRA- NPS  
A total of 137 Volunteers removed 40 cubic yards of trash from the Callville Bay area of Lake Mead.
Kiwanas Club Clean Up – Red Rock Canyon NCA  
**November 14, 2009** – Red Rock Canyon NCA - NPS  
A total of 21 volunteers worked to remove trash from the West Cheyenne. NW Red Rock Canyon NCA area.

St. Thomas – Clean Up  
**November 21, 2009** – St. Thomas, Lake Mead NRA - NPS  
A total of 30 volunteers removed 900 pounds of garbage from the area.

Duck Creek Detention Basin- Clean Up  
**November 21, 2009** – Duck Creek Basin/ Starr Hills - BLM  
A total of 26 volunteers removed 120 cubic yards of trash from the Duck Creek Detention Basin area.

Great Unconformity - Clean Up  
**December 3, 2009** – Moccasin Road Area - BLM  
A total of 63 Volunteers, including 60 Bailey Middle School students, removed 2 cubic yards of debris from the Great Unconformity Area.

Moccasin Road - Clean Up  
**December 12, 2009** – Moccasin Road Area - BLM  
A total of 15 Volunteers removed 140 cubic yards of debris from the Moccasin Road Area.

Table 2. Don’t Trash Nevada Sponsored Clean-ups October – December 2009

<table>
<thead>
<tr>
<th>Date</th>
<th>Name</th>
<th>Agency</th>
<th>Accomplishments</th>
</tr>
</thead>
<tbody>
<tr>
<td>10/01/09</td>
<td>Junior Master Gardeners Sloan Canyon Clean Up</td>
<td>BLM</td>
<td>16 individuals. 35 cubic yards of debris removed. Removed tires, TVs, landscape debris, household trash</td>
</tr>
<tr>
<td>10/03/09</td>
<td>Sunrise Clean Up</td>
<td>BLM</td>
<td>7 individuals. 35 cubic yards of trash removed including landscape debris, household furniture, and children’s toys. Appeared to be a house clean out.</td>
</tr>
<tr>
<td>10/08/09</td>
<td>Bailey MS Great Unconformity Field Trip</td>
<td>BLM</td>
<td>24 students removed 2 cubic yards of trash during an educational field trip to the Great Unconformity</td>
</tr>
<tr>
<td>10/16/09</td>
<td>Windemere Group Cleanup Hollywood &amp; Alto</td>
<td>BLM</td>
<td>39 volunteers removed 35 cubic yards of trash.</td>
</tr>
<tr>
<td>10/17/09</td>
<td>Sandy Valley Community Clean up</td>
<td>BLM</td>
<td>30 volunteers (15 of those volunteers were members of Pahrump Valley 4 Wheelers who traveled from Pahrump to participate in this event) removed 238 cubic yards of trash and</td>
</tr>
<tr>
<td>Date</td>
<td>Location</td>
<td>Agency</td>
<td>Details</td>
</tr>
<tr>
<td>------------</td>
<td>-----------------------------------</td>
<td>--------</td>
<td>------------------------------------------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>10/17/09</td>
<td>Summerlin Clean up</td>
<td>BLM</td>
<td>250 volunteers removed 683 cubic yards of trash</td>
</tr>
<tr>
<td>10/24/09</td>
<td>Six Mile Cove Clean up</td>
<td>NPS</td>
<td>15 adults and 3 children, including the UNLV Burmese Students Association removed 48 bags of trash and 4 buckets of glass from the beach area</td>
</tr>
<tr>
<td>11/14/09</td>
<td>Callville Bay Clean-up and Eco Dive</td>
<td>NPS</td>
<td>137 volunteers removed 40 cubic yards of trash and garbage from the Callville Bay area of Lake Mead</td>
</tr>
<tr>
<td>11/14/09</td>
<td>W. Cheyenne Kiwanis Club Clean-Up</td>
<td>BLM</td>
<td>21 Volunteers removed 28 cubic yards of waste</td>
</tr>
<tr>
<td>11/21/09</td>
<td>St. Thomas Clean up</td>
<td>NPS</td>
<td>30 people collected 900 lbs of garbage</td>
</tr>
<tr>
<td>11/21/09</td>
<td>Duck Creek Detention Basin/Starr Hills Cleanup</td>
<td>BLM</td>
<td>26 Volunteers removed 120 cubic yards of trash</td>
</tr>
<tr>
<td>11/30/09</td>
<td>Duneville &amp; Mesa Verde Clean up</td>
<td>BLM</td>
<td>7 Nevada Conservation Corps volunteers cleared 210 cubic yards of debris</td>
</tr>
<tr>
<td>12/03/09</td>
<td>Bailey MS Great Unconformity Field Trip</td>
<td>BLM</td>
<td>60 students removed 2 cubic yards of trash during an educational field trip to the Great Unconformity</td>
</tr>
<tr>
<td>12/8/09</td>
<td>Frenchman Mountain Rd. East Lake Mead Blvd Clean up</td>
<td>BLM</td>
<td>6 fire crew members removed 80 cubic yards of trash</td>
</tr>
<tr>
<td>12/12/09</td>
<td>Moccasin Clean Up</td>
<td>BLM</td>
<td>15 volunteers removed 140 cubic yards of debris. Volunteers included Cadwallader MS NJHS members and Bechers MS Go Green club members</td>
</tr>
<tr>
<td>12/14/09</td>
<td>Wigwam and Grand Canyon Clean up</td>
<td>BLM</td>
<td>14 Nevada Conservation Corps crew members removed 105 cubic yards</td>
</tr>
</tbody>
</table>

Table 2 summarizes all Don’t Trash Nevada sponsored clean up events from October to December 2009.

Additional Dumpsters and Roll-off

In this quarter, Take Pride in America in Southern Nevada supported multiple clean-up efforts with the roll-offs needed to remove the waste. The team provided 1,141 cubic yards of roll off space.

Task 4: Judicial System Analysis

On October 26, 2006, a draft Judicial System Analysis report was presented to the Interagency Law Enforcement Team for review. The Judicial Analysis was determined to be complete by the SNAP Executive Director on February 23, 2007. The Executive Director requested that the Law
Enforcement Team provide written comments to include within the Judicial Analysis. Once these comments are incorporated into the report, it will be submitted in compliance with the task agreement.

Submitted by:
Margaret N. Rees, Principal Investigator
Date: 01/05/2010
**Anti-Litter Team**
*Meeting Agenda*
*September 23, 2009*

**Meeting Called By:** Erika Schumacher, team lead  
**Participants:** Beth Barrie, Nancy Bernard, Dan Chase, Gordon Gilbert, Amy Sprunger,  
**Location:** Interagency Office, Forest Service Conference Room  
**Guests:** none

<table>
<thead>
<tr>
<th>Start</th>
<th>End</th>
<th>Time</th>
<th>Item</th>
<th>Contact</th>
</tr>
</thead>
<tbody>
<tr>
<td>9:00 AM</td>
<td>9:45 AM</td>
<td>0:45</td>
<td><strong>Round Table:</strong> Team members will provide updates.</td>
<td>Team Members</td>
</tr>
<tr>
<td>9:45 AM</td>
<td>12:15 PM</td>
<td>2:30</td>
<td><strong>Strategic Plan Finalization:</strong> Team will finalize details of the strategic plan which will be presented to the SNAP board in</td>
<td>Team Members</td>
</tr>
<tr>
<td>12:15 PM</td>
<td>1:15 PM</td>
<td>1:00</td>
<td>Lunch</td>
<td></td>
</tr>
<tr>
<td>1:15 PM</td>
<td>1:45 PM</td>
<td>0:30</td>
<td><strong>Strategic Plan (continued)</strong></td>
<td>Team Members</td>
</tr>
<tr>
<td>1:45 PM</td>
<td>2:00 PM</td>
<td>0:15</td>
<td><strong>Event Updates:</strong> Team will be briefed on fall litter events.</td>
<td>Beth Barrie</td>
</tr>
</tbody>
</table>

**Total** 5:00
**Anti-Litter Team**  
**Meeting Agenda**  
November 10, 2009

**Meeting Called By:** Erika Schumacher, team lead  
**Participants:** Beth Barrie, Nancy Bernard, Gordon Gilbert, Bob Loudon, Amy Sprunger, Dan Chase, Nathan Coleman  
**Location:** Interagency Office, Conference Room C

<table>
<thead>
<tr>
<th>Start</th>
<th>End</th>
<th>Time</th>
<th>Item</th>
<th>Contact</th>
</tr>
</thead>
<tbody>
<tr>
<td>9:00 AM</td>
<td>10:00 AM</td>
<td>1:00</td>
<td><strong>Adopt a Block, KAB and grant updates:</strong> The team will provide input on adopt a block literature and receive an update on the City of Las Vegas KAB process and RFPs.</td>
<td>Beth Barrie</td>
</tr>
<tr>
<td>10:00 AM</td>
<td>10:30 AM</td>
<td>0:30</td>
<td><strong>Strategic Plan Review:</strong> The team will review the latest version of the strategic plan and make suggestions for formatting and content improvements.</td>
<td>Dan Chase</td>
</tr>
<tr>
<td>10:30 AM</td>
<td>11:30 AM</td>
<td>1:00</td>
<td><strong>Charter Review:</strong> The team will review the latest version of the charter and establish the next steps for board approval.</td>
<td>Dan Chase</td>
</tr>
<tr>
<td>11:30 AM</td>
<td>12:00 PM</td>
<td>0:30</td>
<td><strong>Team updates:</strong> Team members will share updates on anti-littering activities in their agencies, discuss moving the team meeting to the fourth Tuesday and agree to hosting agencies for 2010 meetings.</td>
<td>Dan Chase</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td><strong>3:00</strong></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
TAKE PRIDE IN AMERICA IN SOUTHERN NEVADA

STRATEGIC PLAN

Developed By:
Erika Schumacher, Team Lead, Bureau of Land Management
Nancy Bernard, National Park Service
Bob Loudon, U.S. Forest Service
Amy Sprunger, U.S. Fish and Wildlife Service
Beth Barrie, Project Manager, Public Lands Institute
BACKGROUND

In 1997 the Southern Nevada Agency Partnership (SNAP), a partnership of federal land professionals from the U.S. Forest Service, Bureau of Land Management, U.S. Fish and Wildlife Service and the National Park Service, formed to coordinate the protection, conservation and use of the federal lands of Southern Nevada. From the formation of this partnership in 1997 to 2008, the population of Southern Nevada’s Clark County grew by 774,338 people.\(^1\) Concomitant with this rapid growth, litter and desert dumping became pervasive on SNAP managed lands.

History is scattered with societies that faced litter behavior issues. Residents of Troy in ancient Greece threw large pieces of debris and garbage onto streets and countryside, where “semi-domesticated animals (usually pigs)...and...human scavengers” consumed food scraps and left remains out in the open.\(^2\) Later in Europe, littering behavior facilitated the spread of the bubonic plague.\(^3\) Dumping, a more blatant, aggressive and damaging form of littering has also occurred throughout history, commonly when individuals have little or no access to routine garbage collection.

In Southern Nevada, litter and desert dumping are a perpetual problem, despite the fact that adequate garbage collection exists for the majority of residents. As the population has grown, the problem has worsened. In 2008, the Southern Nevada Health District responded to 1,611 illegal dumping calls in the first nine months of 2008 compared to 1,640 in all of 2007.\(^4\) The problem of litter and desert dumping on the over eleven million acres of public lands in Southern Nevada is harder to quantify but since 2005 over 4,500 cubic yards of waste have been removed from the public lands, with hundreds of litter and dump sites remaining.

TEAM DELIVERABLES

To effectively combat this problem which indiscriminately impacts all SNAP partners, the Take Pride in America in Southern Nevada Anti-Litter and Desert Dumping Team formed. Funded by Southern Nevada Public Land Management Act conservation initiative monies, the team has committed to the following deliverables and tasks in three separate rounds:

ROUND 5

- Outreach through interpretation, environmental education and volunteer programs
  - More public contact that results in effective deterrence, effective exchange of information to include education and interpretation of responsible use of public lands
    - Finalize and implement strategic plan including program assessment
    - Finalize and implement interagency recycling program
    - Implementation of anti-litter and desert dumping campaign including pre and post assessments
- Restoration and/or maintenance of proper function to watersheds and/or landscapes
  - More public contact that results in effective deterrence, effective exchange of information to include education and interpretation of responsible use of public lands

- Implement at least 12 annual clean up events on the public lands in southern Nevada
- Provide adequate dumpsters, trash receptacles and collection, as well as anti-litter sign and visitor information on the public lands in southern Nevada

ROUND 6
- Outreach through interpretation, environmental education and volunteer programs
  - Implement the southern Nevada “Take Pride in America” anti-litter messaging campaign
  - Continue distribution of universal litter bag to be used on all southern Nevada public lands featuring the anti-litter campaign graphics and messaging
- Restoration and/or maintenance of proper function to watersheds and/or landscapes
  - Extend the pilot litter removal program from the Spring Mountains National Recreation Area to at least one additional area
  - Implement at least 12 annual cleanup events on the public lands in southern Nevada and establish ongoing cleanup efforts
  - Provide dumpsters, trash receptacles, and collection as well as anti-litter signs and visitor information on the public lands in southern Nevada
- Land use management plans/strategies
  - The interagency recycling program will continue to be developed and implemented to meet the needs of the four federal agencies in southern Nevada
- Geographic data and related products
  - Develop a GPS and GIS interagency database to readily locate necessary cleanup sites, the types of materials to be cleaned up and the volume or material

ROUND 7
- Restoration and/or maintenance of proper function to watersheds and/or landscapes
  - Conduct at least 12 parcel clean-ups each year
    - Prioritize parcel clean-up sites
    - Determine most efficient and cost effective means of cleaning up impacted parcels
    - Conduct clean ups

PAST EFFORTS

To meet these deliverables the Anti-Litter and Desert Dumping Team took action to create a unified, community-based anti-litter partnership program. From producing litter bags to sponsoring events to designing an effective public website (www.DontTrashNevada.org), the Team worked to build public understanding and appreciation for the desert and forest environments, and to increase awareness of the adverse effects caused by litter.

MESSAGING

To increase awareness of the litter and desert dumping problem the Team supervised the development of a Don’t Trash Nevada media campaign. The campaign included ads in both English and Spanish which ran in multiple outlets including television, radio, newspaper, magazine, bus stops, and billboards. The campaign included contractors and residents as target audiences. Phase II of the messaging campaign featured a new public outreach event, Don’t Trash Nevada Day, held at Red Spring Picnic Area in the Red Rock Canyon National Conservation Area in 2008. Local newspapers and television covered the event which helped spread the word about litter and dumping prevention.

The Don’t Trash Nevada official website (www.donttrashnevada.org) provides another opportunity to increase awareness of the litter and desert dumping problem. Launched in 2006, it was designed to share information related to illegal dumping and litter prevention, scheduled clean-up events, recycling and
household hazardous waste management. Traffic to the site has shown a steady increase, with 618,000 web hits in 2008.

The anti-litter message was also promoted through public outreach events. The Team attended events to speak with people about the program, sign people up for the pledge, answer questions, distribute promotional materials, and network with potential partners. The Team participated in many local environmental events and activity fairs including the Summerlin “EarthFaire,” Public Lands Institute Open House, HSBC World Environment Day, University of Nevada Las Vegas student orientation, and Henderson Trail Days.

CLEAN UP EVENTS
Since its inception the Team has organized and conducted litter and dump site clean-up events. In 2008, the Team worked with 1,485 volunteers who donated over 6,500 work hours on 35 different clean-up projects. The volunteer time donated had an economic value of $127,493. Volunteers removed 2,368 cubic yards of waste from our federal lands. Seven cleanups were coordinated with new partners such as the Great Basin Institute, Spring Mountain Youth Camp and Nevada Division of Forestry, for an additional 254 cubic yards of waste.

STRATEGIC PLANNING PROCESS
As the Team worked on the outreach and restoration deliverables they began a strategic planning process by collecting samples of solid waste management strategic plans and reviewing existing litter behavior literature. This fact gathering culminated in a focused strategic planning retreat attended by all team members. The strategic planning process included the following steps:

**SWOT ANALYSIS** - Before the strategic planning retreat began the team members individually brainstormed the strengths, weaknesses, opportunities and threats of the team. Appendix A contains the results of this online process.

**VISIONING** - A visioning exercise was conducted to encourage the team to consider the long range impacts they hoped to have on the litter and desert dumping problem on the public lands in Southern Nevada. Each team member was asked to describe what they hoped various members of the community (i.e., a resident, a high school sophomore, a business owner, and an agency official) would say 20 years from now about the impact Don’t Trash Nevada had on the litter and desert dumping problem. Appendix B contains the results of this exercise.

**GOAL DEVELOPMENT** - The team charter contains the long range goals for the team which closely mirror the deliverables they have committed to provide (see Appendix C). To assist in meeting these long range goals, the essential step of developing short range (2-5 years) goals was taken during the strategic planning process. These goals articulate the destination the team hopes to arrive at in the next five years.

**ISSUE IDENTIFICATION** - Strategic planning requires the identification of issues that must be addressed to reach identified goals. If the goals are the destination the team has strategically set, the issues represent the roadblocks that exist to reaching the destination.

**STRATEGY SELECTION** - To develop strategies for addressing the identified issues, the team examined the results of their SWOT analysis. The strategies selected build upon previous successes, apply lessons learned from past challenges, and seek to optimize current opportunities.
while mitigating pending threats. The strategies have been selected to insure that the roadblocks the issues represent will not prevent the team from meeting the destination of their desired goals.

**ACTION ITEM DEVELOPMENT** - For a strategic plan to be successful specific steps that need to be taken for each strategy must be identified. The team established several action items for each strategy. The action items capture the essential tasks that must be undertaken to implement the plan.

**PERFORMANCE INDICATOR SETTING** - Quantifiable performance indicators were established for each action item to monitor progress and measure success of strategic plan implementation. The table below outlines the performance indicators by action item.

PARAMETERS

The Southern Nevada Agency Partnership provides context for this strategic plan. Within the partnership there are several parameters the team faces. As the team progressed through the planning process they identified three categories that delimit the plan:

Conflicting priorities – Within the SNAP organization conflicting priorities result in a struggle to focus on collaboration when agency responsibilities of necessity take priority over interagency teamwork (i.e., there is little time to focus on interagency efforts).

Organizational structure – Conflicting missions, different cultures, different sizes, different policies and steady staff turnover impede steady and continual progress towards team goals.

Communication – Within the SNAP organization it has historically been difficult to maintain clear lines of communication with the SNAP board, other SNAP teams, and agency staff.

SCOPE

The scope of this plan is limited to three to five years. With the rapid pace of society the issues and opportunities related to the problem of litter and desert dumping often change. At the end of three years a review should occur to assess the relevancy of the issues in the plan. At that time, the team should begin the process of developing a new strategic plan. Extending the plan beyond five years would hamper the success of the team.

PURPOSE

The purpose of the strategic plan is threefold:

- to ensure the efforts of the team address current issues affecting litter and desert dumping in southern Nevada
- to provide a roadmap for the team to follow as they strive to meet their goals
- to set performance indicators by which the team can measure the effectiveness and success of their efforts.

**STRATEGIC PLAN**

The following sections contain the results of the strategic planning process. The plan includes issues the team faces and strategies for addressing the issues. Several action items were developed for each strategy and performance indicators were established which will be used to measure progress and effectiveness.
VISION & MISSION

During the visioning exercise a common theme emerged. The team envisioned that they had played an integral role in eliminating the problem of litter and desert dumping by serving as a catalyst for community involvement through the development of strong partnerships. As a result of this exercise, the team determined that the vision contained in their 2006 charter needed revision. The previous vision statement emphasized the development of a social climate where litter and dumping was unacceptable. The team felt that greater emphasis needed to be placed on the importance of collaboration and community involvement.

The team developed the following vision statement:

*The four federal land management agencies serve as a model for fostering stewardship and collaboration, inspiring citizens to care for our public lands and our communities.*

To realize this vision the team established the following mission statement to describe the purpose of their efforts:

*Through an interagency partnership, our mission is to solve the pervasive problem of litter and desert dumping through partnerships, education, enforcement, coordination of cleanup efforts, and promotion of land stewardship values. By monitoring our effectiveness we adapt to changing circumstances.*

GOALS

In 5 years:

- All stakeholders have a long term commitment to working together to eliminate litter and dumping. Stakeholders include government entities (e.g., federal, state, county and city), public works, commercial operations and civic groups.
- A measurable decrease in litter and dumping exists each year.
- Mechanisms, programs and funds are in place to ensure continuing programs that reduce litter and desert dumping.
- Youth in Clark County experience Take Pride in America messaging which empowers them to take an active part in solving the litter and desert dumping problem.
- The Don’t Trash Nevada slogan is recognized statewide.
- Interagency and inter-team communication and collaboration occurs regularly and seamlessly.

ISSUES

The team identified the following issues:

**Collaboration** – Historically there has been minimal success in collaborating on litter and desert dumping issues between government, public works and corporate stakeholders in Southern Nevada.

**Community participation** – While there has been continued success involving individuals and small groups in litter and desert dumping issues, there has been little neighborhood, community and civic group involvement in solving the problem of litter and desert dumping.

**Lack of data** – Valid data is needed in order to develop and measure effectiveness of team efforts. Examples of data needed include the amount of litter that exists, the effectiveness of messaging campaigns, and the social psychological profile of litter and desert dumpers in Southern Nevada.
Sustainability – Funding for the Anti-litter and Desert Dumping team originates with the sale of Bureau of Land Management land. This is not a sustainable source of funds since there is a finite amount of land which is appropriate to sell. Additionally, the economic forces impacting the real estate market make it an unreliable source of funding. Consequently the team must find strategies to sustain the program through other means than the Southern Nevada Public Lands Management Act funds.

ISSUE: COLLABORATION

Strategy 1: Develop relationships with multiple stakeholders. Various opportunities exist for developing relationships with litter and desert dumping governmental, public works and corporate stakeholders. Relationships with internal stakeholders (e.g., managers and supervisors) and field level staff must also be developed. Clear communication will be essential in this process. Examples of opportunities include working with government and corporate entities on litter indexing and clean-up efforts throughout Clark County.

Action Items:
   a) Provide stakeholders with up to date information on historic and current litter and desert dumping sites
   b) Develop a centralized location for multiple stakeholders to post up to date information
   c) Support agencies in fostering stewardship amongst commercial use authorization and/or special use permit holders (e.g. tour guides)
   d) Collaborate with agency staff on developing materials to be distributed to commercial use authorization/special use applicants
   e) Partner with concessioners and corporations to support their anti-litter and desert dumping efforts by coordinating clean-up efforts and messaging
   f) Send a team representative to participate on the City of Las Vegas KAB affiliate team

Strategy 2: Develop an Adopt a Block/Parcel program with county commissioners. In 2009 the team began piloting an Adopt a Block/Parcel program through the collaborative efforts of the District C County Commissioner’s liaison, the Clark County Department of Air Quality and Environmental Management, Clark County Code Enforcement, the Southern Nevada Health District and the Howard Hughes Corporation. Expanding this program to include multiple county districts provides opportunities to build relationships with additional governmental and corporate entities while simultaneously engaging the community in stewardship projects. The Adopt a Block/Parcel program includes identifying a block leader that would be the neighborhood point of contact for any litter and desert dumping issues. The block leader would also assume responsibility for organizing 1-2 annual clean-ups and completing a GIS based monitoring form quarterly.

Action Items:
   a) Present the Adopt a Block/Parcel program to all County Commissioner liaisons
   b) Recruit other liaisons to participate in the program
   c) In collaboration with all stakeholders establish basic guidelines and trainings for the program

Strategy 3: Engage businesses and organizations serving populations that litter in communicating to their clients and/or constituents. Fishermen, boaters, target shooting enthusiasts and off highway vehicle users play a significant role in the desert litter problem. Many businesses and organizations exist that have these groups as a target audience. By working with business owners and organization leaders, the efforts of the Anti-litter and Desert Dumping team will be enhanced.

Action Items:
a) Develop materials such as posters and fliers to assist businesses and organizations in their stewardship efforts.

b) Develop a list of businesses and organizations to approach about strengthening stewardship efforts.

**Strategy 4: Work with businesses with heavy equipment to assist in lifting large items and clearing huge dumpsites.** Companies that own and operate heavy machinery may welcome the opportunity to play an important role in supporting and improving their community. The team will reach out to these companies to develop a program that facilitates volunteer opportunities for them.

**Action Items:**

a) Design outreach materials such as fliers and pamphlets to highlight the benefits of donating equipment and operator time

b) Develop a list of businesses to approach about volunteer opportunities

**ISSUE: COMMUNITY INVOLVEMENT**

**Strategy 5: Develop specific Hispanic communication and outreach and provide culturally relevant volunteer opportunities.** Since 1990 the Hispanic population grew more than 400 percent in greater Las Vegas. Furthermore, the percentage of Hispanics in the graduating class of Clark County Schools is projected to skyrocket from the 9 percent level it was at in 1991 to 56 percent by 2021. This shift in demographics requires new approaches to increasing awareness of the litter and desert dumping situation in Southern Nevada. The team will continue to work with the SNAP Conservation Education team to understand the unique cultural characteristics of the Hispanic population and to develop messages and programs that encourage them to take an active part in reducing litter and desert dumping.

**Action Items:**

a) Support SNAP conservation education team efforts in Hispanic outreach

b) Supervise development and implementation of Hispanic media campaign

**Strategy 6: Expand the participation of the Clark County School District in the Take Pride in America program.** The Take Pride in America Program is a nationwide partnership program authorized by Congress to promote the appreciation and stewardship of our nation’s public lands. It offers support and structure to the SNAP litter and desert dumping efforts with schools. The team will collaborate with teachers to develop a classroom and field based program which includes Hector, the Don’t Trash Nevada mascot, in Clark County schools.

**Action Items:**

a) Work with SNAP conservation education team to develop partnerships with teachers and administrators to implement service learning based anti-litter and desert dumping programs in Clark County schools.

b) Pilot test the development of service learning podcast curriculum

**Strategy 7: Continue to provide opportunities for citizens to participate in desert clean-ups.** With the assistance of the Interagency Volunteer Program, the Anti-litter and Desert Dumping team has been very successful in planning and executing volunteer desert clean-up events. The team will continue to improve this program that provides stewardship opportunities for citizens of all ages.

**Action Items:**

a) Provide up to date information to the Interagency Volunteer Program team regarding anti-litter volunteer event needs.

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**Strategy 8: Provide community leadership opportunities.** To truly engage the community in solving the litter and desert dumping problem, individuals must be empowered to take ownership of the solution. The block leader position being developed through the Adopt a Block/Parcel program will provide community members with meaningful opportunities to help shape the development of the program and other volunteer projects such as the GIS inventory and monitoring effort.

**Action Items:**

a) Promote the Adopt a Block/Parcel concept to facilitate the development of community leadership positions.

b) Develop and implement a system for enabling block leaders to play a role in the formation and administration of the Adopt a Block/Parcel program.

**Strategy 9: Continue attending community outreach events.** Community outreach events such as Earth Day fairs and Trail Days provide opportunities to meet members of the community and increase their awareness of the litter and desert dumping problem. Such events also provide opportunities to recruit block leaders in addition to educating the public about the various ways they can help solve the problem.

**Action Items:**

a) Attend outreach events to build relationships with community members and increase awareness of the litter and desert dumping problem.

**Strategy 10: Continue building the Don’t Trash Nevada brand through media campaigns.** A strong brand creates a situation in which the public recognizes the message and knows that it helps them find solutions to their problems. Branding involves delivering a clear, consistent message to enhance credibility. The team has conducted three media campaigns. Each campaign produced increased traffic to the website, the primary tool for educating citizens about litter and desert dumping issues, volunteer and leadership opportunities. Further campaigns will seek to establish the Don’t Trash Nevada brand as an umbrella message which multiple partners can use to build awareness of the litter and desert dumping problem and to encourage stewardship behavior.

**Action Items:**

a) Provide timely feedback to marketing firm to enhance success of campaigns.

b) Improve the Don’t Trash Nevada website by engaging multiple stakeholders in the maintenance and upkeep of the site.

c) Add a Take Action section to the Don’t Trash Nevada website which includes:
- a link to enter monitoring data
- how to report desert dumping
- how to sign up for the Adopt a Block/Parcel program
- how to donate equipment and operator time
- how to become a sponsor of Don’t Trash Nevada
- how to become a Take Pride in America School
- where neighborhood groups can find support for their clean-up efforts

**ISSUE: LACK OF DATA**

**Strategy 11: Finish development of the litter and desert dumping GIS database.** The team has been working with environmental scientists at UNLV to develop a GIS database to quantify the amount of litter and dumping on the public lands. With baseline data on these amounts the team will be able to measure the effectiveness of the various strategies being employed.

**Action Items:**

a) Field test prototypes of GPS units and paper forms

b) Field test collection of data

c) Revise database as needed
Strategy 12: Develop and implement an inventory/monitoring program. With a database that can analyze and organize litter and dumping data, a program is needed to systematically collect information. The team will be working with the Interagency Volunteer Program to develop a system based on community participation. The block leaders in the Adopt a Block/Parcel program will be responsible for ensuring their adopted parcels are monitored on a semi-annual schedule. Volunteers interested in committing to a recurring monitoring schedule will also be recruited to assist in collecting data on locations identified by agency personnel. 

Action Items:
   a) Work with IVP team to develop pilot volunteer monitoring program
   b) Develop training materials for the program

Strategy 13: Develop a system for using inventory/monitoring data to prioritize clean up areas. Once a system for collecting data is established, a protocol for making data driven decisions must be developed. The team will continue to work with UNLV environmental scientists to develop a valid system for analyzing and synthesizing the data and applying the findings. 

Action Items:
   a) Collect baseline data
   b) Determine protocol for analyzing data

Strategy 14: Monitor progress of performance indicators. Each strategy contains measurable performance indicators. Progress will be closely monitored and results reported on a quarterly schedule. Revisions will be made to the strategies if it is determined that they are ineffective. 

Action Items:
   a) Develop a spreadsheet to track performance indicator data
   b) Develop a template for quarterly reports that includes all performance indicators

Strategy 15: Explore collaboration with university researchers and students to investigate attitudes towards littering and efficacy of messaging campaigns. There are many restrictions to surveying the public if federal funds are used. University social science researchers and students may be interested in conducting their own studies on the public’s knowledge, attitudes and behavior as it relates to litter and desert dumping. The team will find ways to communicate their research questions to the university community so that researchers interested in playing a role in solving community problems have the opportunity to do so. 

Action Items:
   a) Develop a promotional document that captures the team’s research questions and outlines the impact of investigating these questions
   b) Develop a list of social science researchers investigating environmental behavior issues and distribute the document to them through personal contact

ISSUE: SUSTAINABILITY

Strategy 16: Conduct a core operations analysis to determine what needs to be sustained. A core operations template will be selected and the team will go through the process of determining exactly what needs to be sustained and the level of funding that is needed. The analysis will include identifying the level of funding needed to sustain programs at three different scales: federal lands, state lands and the greater Vegas Valley. 

Action Items:
   a) Select a core operations template

Strategy 17: Explore alternative funding sources. Once the level of funding that is needed is determined, a fundraising plan can be developed. Potential monetary funding sources include public
works companies (e.g., NV Energy, Southwest Gas Corporation, Cinergy, Verizon, etc.) and private landowner donations. Potential in-kind sources include large hardware stores such as Lowes and Home Depot that could donate shovels, gloves and trash grabbers for volunteer clean-up events. A sponsorship program will be developed to provide opportunities for companies, organizations and individuals to put their logos on water bottles, supplies or equipment used in clean-up events.

**Action Items:**

a) Conduct a feasibility study to determine which elements of an anti-litter and desert dumping program individuals, groups and corporations would be willing to support financially.

b) Develop a fundraising plan that includes collaborative efforts

c) Support corporate outreach efforts of IVP team

d) Consult with Keep America Beautiful on developing a statewide program to include sponsorship of the Don’t Trash Nevada brand.

<table>
<thead>
<tr>
<th>Action Item(s)</th>
<th>Performance Indicator</th>
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<tbody>
<tr>
<td><strong>Strategy 1</strong></td>
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<tr>
<td>(a) Provide stakeholders with up to date information on historic and current litter and desert dumping sites</td>
<td>The centralized location for posting up to date information will be updated on a monthly basis</td>
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<tr>
<td>(b) Develop a centralized location for posting up to date information</td>
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<tr>
<td><strong>Strategy 1</strong></td>
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<tr>
<td>(c) Support agencies in fostering stewardship amongst commercial use authorization and/or special use permit holders (e.g. tour guides)</td>
<td>By the end of FY10 materials will be developed and be included in the packet of information an applicant receives.</td>
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<tr>
<td>(d) Collaborate with agency staff on developing materials to be distributed to commercial use authorization/special use applicants</td>
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<tr>
<td><strong>Strategy 1</strong></td>
<td></td>
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<tr>
<td>(e) Partner with concessioners and corporate landowners to support their public lands anti-litter and desert dumping efforts by coordinating clean-up efforts and messaging</td>
<td>The Anti-litter team will support at least 50% of concessioner clean-up efforts and will partner with at least one corporate landowner on clean-up efforts</td>
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<td>Half of concessioner run locations will have Don’t Trash Nevada messaging displayed</td>
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<tr>
<td><strong>Strategy 1</strong></td>
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<td>(f) Send a team representative to participate on the City of Las Vegas KAB affiliate team</td>
<td>Collaboration with stakeholders will increase by 2-5 groups</td>
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<tr>
<td><strong>Strategy 2</strong></td>
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<tr>
<td>(a) Present the Adopt a Block/Parcel program to all County Commissioner liaisons</td>
<td>Implement adopt a block programs with at least one additional commissioner</td>
</tr>
<tr>
<td>(b) Recruit other liaisons to participate in the program</td>
<td>By the end of FY10 a guidebook for the Adopt a Block/Parcel program will be developed</td>
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<tr>
<td>(c) In collaboration with all stakeholders establish basic guidelines and trainings for the program</td>
<td>Develop Adopt a Block/Parcel programs in an additional 10 locations</td>
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<tr>
<td><strong>Strategy 3</strong></td>
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<tr>
<td>(a) Develop materials such as posters and fliers to assist businesses and organizations in their stewardship efforts.</td>
<td>By the end of FY10 materials will be completed.</td>
</tr>
<tr>
<td>(b) Develop a list of businesses and organizations</td>
<td>By the end of FY 10 at least 5 businesses or organizations will be supporting stewardship efforts.</td>
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<td>The number of businesses and organizations</td>
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</table>
to approach about strengthening stewardship efforts.

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<tr>
<th><strong>Strategy 4</strong></th>
<th>supporting stewardship efforts will increase by 10% annually. Per Amy’s last notes</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>(a)</strong> Design outreach materials such as fliers and pamphlets to highlight the benefits of donating equipment and operator time</td>
<td>• By the end of FY10 materials will be completed.</td>
</tr>
<tr>
<td><strong>(b)</strong> Develop a list of businesses to approach about volunteer opportunities</td>
<td>• By the end of FY 10 at least 5 businesses will be volunteering equipment and operator time.</td>
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<tr>
<td><strong>Strategy 5</strong></td>
<td>The number of businesses volunteering equipment and operator time will increase by 10% annually. Per Amy’s last notes</td>
</tr>
<tr>
<td>(a) Support SNAP conservation education team efforts in Hispanic outreach</td>
<td>• By the end of FY10 at least one adopt a block parcel will be located within a predominately Hispanic neighborhood</td>
</tr>
<tr>
<td>(b) Supervise development and implementation of Hispanic media campaign</td>
<td>• The number of clean-up events attended by Hispanic groups will increase by 50% in FY10 and by 25% annually thereafter</td>
</tr>
<tr>
<td><strong>Strategy 6</strong></td>
<td>• The number of Take Pride in America schools will increase by 3 per year for the next 3 years.</td>
</tr>
<tr>
<td>(a) Work with SNAP conservation education team to develop partnerships with teachers and administrators to implement service learning based anti-litter and desert dumping programs in Clark County schools. Currently there is one school that has such a program.</td>
<td>• By the end of FY11 at least 5 anti-litter and desert dumping podcasts will be developed by elementary, middle and/or high school students.</td>
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<tr>
<td>(b) Pilot test the development of service learning podcast curriculum</td>
<td>• Within one month of the completion of the podcasts they will be posted on the Don’t Trash Nevada website</td>
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<td><strong>Strategy 7</strong></td>
<td>• The IVP team will receive event profile forms for all litter clean-up events taking place at least 3 weeks before the event</td>
</tr>
<tr>
<td>(a) Provide timely information to the Interagency Volunteer Program team regarding desert clean-up volunteer event recruitment needs</td>
<td>• The number of individual contacts made through outreach events will increase by at least 5% each year.</td>
</tr>
<tr>
<td><strong>Strategy 8</strong></td>
<td>• By the end of calendar year 2009 materials promoting the Adopt a Block/Parcel concept will be developed.</td>
</tr>
<tr>
<td>(a) Promote the Adopt a Block/Parcel concept to facilitate the development of community leadership positions.</td>
<td>• The team will always respond to requests for information within one week</td>
</tr>
<tr>
<td>(b) Develop and implement a system for enabling block leaders to play a role in the formation and administration of the Adopt a Block/Parcel program.</td>
<td>• By the end of FY10 at least 2 other stakeholders will be involved in providing content for the</td>
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<tr>
<td><strong>Strategy 9</strong></td>
<td>• By the end of FY10 at least 2 other stakeholders will be involved in providing content for the</td>
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<tr>
<td>(a) Attend outreach events to build relationships with community members and increase awareness of the litter and desert dumping problem. In 2009 more than 15 events were attended with over 3000 direct contacts made.</td>
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<tr>
<td><strong>Strategy 10</strong></td>
<td>• By the end of FY10 at least 2 other stakeholders will be involved in providing content for the</td>
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<tr>
<td>(a) Provide timely feedback to marketing firm to enhance success of campaigns</td>
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<tr>
<td>(b) Improve the Don’t Trash Nevada website by</td>
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engaging multiple stakeholders in the maintenance and upkeep of the site.  
(c) Add a Take Action section to the Don’t Trash Nevada website

| Strategy 11          | Don’t Trash Nevada website.  
|----------------------| The number of pages requests on the Take Action links of the website will steadily increase each quarter of the fiscal year. |
| (a) Field test prototypes of GPS units and paper forms  
(b) Field test collection of data  
(c) Revise database as needed |
|----------------------| By the end of the second quarter of FY10 a litter and desert dumping database will be completed |

| Strategy 12          | (a) Work with IVP team to develop pilot volunteer monitoring program  
(b) Develop training materials for the program |
|----------------------| By the end of FY10 a field tested GPS users manual will be developed  
By the end of FY 10 5 volunteer monitors will be trained and have collected valid and reliable data  
By the end of FY11 at least 15 volunteers will be collecting valid and reliable data  
After FY11 the number of volunteers monitoring locations will increase by at least 5% annually. |
|----------------------| By the end of FY10 a litter and desert dumping database will be completed |

| Strategy 13          | (a) Collect baseline data  
(b) Determine protocol for analyzing data |
|----------------------| By the end of FY10 a standard operating procedure including a schedule for reporting inventory/monitoring data exists |

| Strategy 14          | (a) Develop a spreadsheet to track performance indicator data  
(b) Develop a template for quarterly reports that includes all performance indicators |
|----------------------| Within 2 months of approval of the strategic plan a spreadsheet will exist to track performance indicator data.  
Within 3 months of approval of the strategic plan a template for the quarterly report will exist. |

| Strategy 15          | (a) Develop a promotional document that captures the team's research questions and outlines the impact of investigating these questions  
(b) Develop a list of social science researchers investigating environmental behavior issues and distribute the document to them through personal contact |
|----------------------| By the end of FY10 at least one university social science researcher will be investigating issues related specifically to litter and desert dumping |

| Strategy 16          | (a) Select a core operations template |
|----------------------| By the end of FY10 the core operations analysis will be completed |

| Strategy 17          | (a) Conduct a feasibility study to determine which elements of an anti-litter and desert dumping program individuals, groups and corporations would be willing to support financially.  
(b) Develop a fundraising plan that includes collaborative efforts |
|----------------------| By the end of FY11 a feasible fundraising plan will exist that includes targeted goals and a timeline for implementation |

| Strategy 17          | (c) Support corporate outreach efforts of IVP team |
|----------------------| IVP team will receive monthly communication from DTN team regarding corporate volunteer needs |

| Strategy 17          | (d) Consult with Keep America Beautiful on developing a statewide program to include sponsorship of the Don’t Trash Nevada brand. |
|----------------------| By the end of FY11 a plan for developing a statewide program will be completed.  
By the end of FY12 the statewide plan will be 50% complete. |
APPENDIX A
SWOT ANALYSIS RESULTS
AUGUST 18, 2009

STRENGTHS

Outreach we have done over the past 1.5 years. Clark County schools, county health, SNAP and each of the four agencies has been great.

Majority of our team is passionate about what we do.

PLI relationship

We are out cleaning the desert and making the communities aware of our litter message

Team is focused and works well together. Great strides have been made towards clean up of public lands with lots of volunteer efforts.

WEAKNESSES

Everyone has too much on their plates.

Too much to do and little to no time to do what needs to get done

Addition of recycling, we need to get Anti-litter program in a better direction too many priorities w/o the board understanding what it takes to get the job done.

BLM being in the middle of the valley hard to balance what’s SNAP and what’s the rest of it.

Working with other teams (education, PIO, etc)

Vision is very challenging. Could it be more refined? We need to think big, but how do we measure an accomplishment against this vision?

Re: the mission, have we identified root causes

OPPORTUNITIES

Easy to sell us and what we do.

Partnerships

Many programs that can recognize what we do

We need to work with other teams to get their buy-in and be able to do some of what we need to get accomplished.
Consider working more with the EE team, and maybe volunteers, to cover more ground regarding education of LV residents. Should we try taking message (anti-litter) to the schools more? How? How can we use HECTOR most effectively?

**THREATS**

- loss of money
- too many interests (e.g. recycling)
- not sharing what we do to our agencies

Sustainability is the threat to all conservation initiative teams.
APPENDIX B
VISIONING EXERCISE RESULTS
AUGUST 18, 2009

Directions: In your mind’s eye, please think quietly and deeply about the following imaginary experience.

This year, for some reason, it became necessary to leave the Anti-litter team and move hundreds of miles away. You made the move and weren’t able to keep up on the efforts of the team over the years. 20 years later you get a chance to go back for a visit. Twenty years is a long time – not a lifetime, but enough time to notice changes.

As you wander through the community you left, you happen to meet with each of four people, a resident, a high school sophomore, a business owner, and an agency official. During your meeting you get a chance to discuss Don’t Trash Nevada with them.

What would you like each of these people to say about Don’t Trash Nevada? What impact did it have on litter and desert dumping? What kind of effort is it today? What is its value to the community? What kind of reputation does it have? What difference, if any, does it make in the lives of these people? What have been the greatest accomplishments since you moved? What was the main purpose for its existence?

In the space below, summarize what each person told you.

1. The resident
   - Increases home values.
   - Remains clean.
   - Creates a sense of community.
   - I know why it’s a bad thing to do.
   - Embracing areas.
   - Successful adopt a block-neighborhood watching.
   - Litter is not a problem anymore.
   - Outskirts are clean.
   - Everyone helps enforce antilittering.
   - Significant increase in recycling even in compost.
   - Reduced the amount of trash brought to dumps.

2. The high school sophomore
   - Seen pictures but don’t remember.
   - Enjoy volunteering for DTN-taught me why it’s bad to litter.
   - It’s always been a part of school.
   - I like how it’s part of my science education.
   - Las Vegas is a model community.
   - Helps me be able to care for the environment.

3. The business owner
   - Enjoy sharing success stories with other colleagues.
It’s so much easier to do our recycling now.
Value of business has gone up, crime down, and cleaner community.
DTN developed a stronger sense of community and population that doesn’t fluctuate resulting in a stable community.
More eco-friendly packaging/less packaging now.
Moved here from the Northwest because Vegas is so “green”.
Like the incentives to recycle.
Promoting/sponsoring is a good return on investment

4. The agency official

- It is a pleasure working with such a well organized group.
- Only litter here is historic protected littler.
- Don’t trash nation.
- Amount of litter drastically down and recycling is everywhere and ingrained in not only employees but visitors “everybody knows what to do.”
- Tourism marketing promotes pristine public lands more that strip.
- All agency meetings own goals and DTN is a unified message.
- Nice to see it grow state wide.
- Nice that the program is so sustainable through all the partnerships.
I. Background and Purpose of Team:

The team was created originally by the federal land managing agencies in southern Nevada. Its purpose is to improve the environment by eliminating litter and dumping in southern Nevada. The team intends to achieve this by developing a strategic plan, fostering collaborative relationships with state and local entities, developing a messaging campaign, facilitating volunteer and alternative work force clean-ups, and other means as appropriate.

II. Vision, Mission, and Core Values

Vision Statement:

The four federal land management agencies serve as a model for fostering stewardship and collaboration, inspiring and empowering citizens to care for our public lands and our communities.

Mission Statement:

Through an interagency partnership, our mission is to solve the pervasive problem of litter and desert dumping through partnerships, education, enforcement, coordination of clean up efforts and promotion of land stewardship values. By monitoring our effectiveness we adapt to changing circumstances.

Core Value Statements:

1. We act with the highest level of personal and professional integrity.
2. We foster an atmosphere that facilitates participation and the free exchange of ideas.
3. We operate collaboratively as a team and with others.
4. We value each other’s time.

III. Goals and Objectives of the Team
Long Term Goals

- Complete and implement anti-litter and dumping strategic plan
- Continue monitoring of Spring Mountains pilot program and communicate ideas for exporting the program to other areas
- Implement messaging campaign
- Complete public land clean-ups using sources that include but are not limited to volunteers and alternative work forces
- Partner with state, local and private entities to encourage land stewardship and a sense of community.
- Maintain statistics on all clean-ups and provide to appropriate personnel
- Make additional dumpsters and roll-offs available to agencies to reduce litter and dumping
- Complete GIS database, monitoring and mapping system
- Explore options for sustainability of the interagency anti-litter and desert dumping program.

Team Interactions

The Anti-litter team will pursue partnerships with the following SNAP teams as appropriate

- Environmental Education Team
- GIS and Data Management Team
- Resource Protection and Law Enforcement Team
- Restoration Team (SNRT)
- Interagency Volunteer Team
- Others as appropriate

IV. Team Sponsor

The Southern Nevada Agency Partnership Board of Directors

V. Roles and Functions of Team Members and Participants

Team Leader

The SNAP Board will appoint staff, including team members and team leaders, to coordinate specific programs or activities on behalf of the SNAP Board. Team Leader responsibilities include:

A. provide overall leadership and coordination to the Team and Project Manager to achieve SNAP goals and projects
B. contribute to the development of the SNAP work plan that describes and prioritizes actions
C. facilitates the development of a team charter and ensures new team members receive orientation to the charter, team history and culture.
D. ensure the development of a coherent strategy for the Team's work. Facilitate development and coordinate implementation of Team work plans. Present work plans to SNAP Board for approval. Provide guidance and assistance to Team members, SNAP Board, and Project Managers
E. plan for, prepare for, manage, facilitate, and record meetings of the IA teams
F. ensure that team decisions are based on the best information and data available
G. must be responsive and timely in providing information to Project Managers
H. primary point of contact for Project Managers
I. regularly keep SNAP Board and Executive Director apprised of project and program status  
J. ensures necessary reports are submitted to the Executive Director  
K. coordinate the identification and acquisition of funding to accomplish SNAP goals and objectives in coordination with SNAP Board  
L. assures accountability of funds and activities related to the implementation of SNPLMA and other funded projects. May serve as the Contracting Officer's Representative (COR) or Government Technical Representative (GTR) on grants and agreements.  
M. serves as point of contact for the Project Manager (PM)  

**Team Member**  
The SNAP Board will appoint staff, including team members and team leaders, to coordinate specific programs or activities on behalf of the SNAP Board. Team Member responsibilities include:  

- A. attend and participate in SNAP team meetings  
- B. keep supervisor and agency apprised of team activities  
- C. include team activities in agency annual work plan  
- D. represent the agency in team meetings  
- E. assure that team activities meet agency needs  
- F. complete tasks accepted during team meetings in a timely and professional manner  

**Project Manager**  
Project work done by SNAP teams may be accomplished by a contractor or partner. A project manager may be assigned to the specific project and may be employed by a contractor or partner organization. The role of the project manager must be defined in the related contract or agreement. In general the role of the project manager is:  

- A. assure that the deliverables of the contract or agreement are met  
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**VI. Decision Making Authority of Team**  
The team has been delegated operational decision making authority by the SNAP Board of Directors. Policy level decisions shall be approved by the SNAP Board of Directors. If the team has a question regarding whether a decision is operational or policy related, the SNAP Executive Director will be consulted for clarification.  

**VII. Decision Making Process and Guidelines**  

**Meeting Guidelines**  
- Make every effort to attend all team meetings.  
- Set cell phones to vibrate and answer only if urgent.  
- Begin and end meetings on time  
- Respect the agenda  
- Listen actively and stay engaged  
- Be open to new ideas, concepts, and thoughts
• Assume responsibility for the group’s progress
• Leave the meeting with a clear idea of the next steps; ask for clarification when needed

Record Keeping

• Develop agenda at least 3 days prior to meeting.
• Meeting notes will be taken and posted on Grovesite by:
  o Project Manager or
  o Alternate designee selected by Team Lead
• Action Items List including deadlines will be provided as part of the meeting minutes.
• Meeting minutes will be distributed within two weeks of meeting date, team members will review and comment within five days; official minutes will be posted on Grovesite within one month.
• Team Lead will facilitate the meetings and the Project Manager will keep and make available official documents.

Attendance

• Notify Team Lead or Project Manager if you cannot attend a meeting.
• If any team member cannot attend a meeting an alternate may be assigned by the absent member.
• Discussion and approval of agenda items will not be delayed if a member is not present unless tabled by the Team Lead.

Consensus on decisions

In order for a decision to be made a quorum of agency team members/alternates must be present. A quorum is defined as at least 50% of the agency team members being present. However, if a decision has a potential negative impact on an unrepresented agency, the decision will be postponed until that agency representative can attend. In accordance with SNAP protocol, consensus is defined as 100% of the team being at least 80% in favor of the decision.

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• Discussions continue until a consensus is reached
• At the discretion of the Team Lead a decision may be brought to a vote. If a decision is brought to a vote a consensus is reached if a majority of agency members present vote in the affirmative. A decision cannot be brought to a vote if the final decision would have an adverse effect on any agency
• A neutral party may be invited to a team meeting to help the team reach consensus

IX. Lines of Communication
X. Process for Approving and Amending Charter

Charter Approval

The Charter will be reviewed by all team members annually. Once reviewed, team members will sign the charter as a demonstration of their approval if changes have been made. Once all team members have signed the charter it will be sent to the SNAP Board Executive Director for review, approval and signature. The charter will not be considered finalized until all members and SNAP Board representatives have signed the charter. Once approved, copies of the charter will be posted on GroveSite and copies distributed to all members and the SNAP Board.

Charter Amendments

The team charter may only be amended at a regular team meeting. Any team member may request that charter amendment discussions be placed on the agenda. The team member making the request will present his/her position and the recommended changes. If the team reaches consensus on the proposed changes then the approval process detailed above will be used to approve the new version. Amendments will be made to the original charter with additions added in red and deletions in strikeout typefaces. The version number will be recorded as appropriate on the cover sheet. The edited copy as well as a finalized version will be sent for review and approval. No amendment to the charter will be considered in effect until a signed copy from the SNAP Board has been returned to the Team Lead.

Appendix

FY 2010 Goals

- Finalize strategic plan
- Conduct 12 clean-ups using volunteers, alternative work forces, or others as appropriate
- Plan 12 clean-ups for the following year
- Manage ongoing messaging campaign
- Maintain clean-up statistics
- Make dumpsters and roll-offs available to agencies
- Collaborate with state, local and private entities regularly to help resolve the desert dumping problem
- Recruit and train volunteers to assist with data collection for the litter and desert dumping database
- Continue to recruit and train Adopt a Block volunteers in collaboration with Clark County.
- Explore a statewide campaign for Don’t Trash Nevada.

**Team Membership**

Erika Schumacher  
Bureau of Land Management  
Team Lead

Elizabeth Barrie, Ph.D  
Public Lands Institute  
Project Manager

Bob Loudon  
US Forest Service

Nancy Bernard  
National Park Service

Amy Sprunger  
US Fish & Wildlife

**Team Meetings**

Team meetings are scheduled 9:00am to 3:00pm on the 4th Tuesday of each month alternating locations between agency offices. GroveSite has meeting locations posted on the calendar.
“THE A-TEAM”

Take Pride in America in Southern Nevada
Team Charter

2009
2006

Conservation Initiative: Take Pride in America in Southern Nevada

Document Owner: Project Manager

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Take Pride in America in Southern Nevada
Team Charter
November 12, 200930, 2006
Revision 65

I. Background and Purpose of Team:

The team was created originally by the federal land managing agencies in southern Nevada. Its purpose is to improve the environment by eliminating litter and dumping in southern Nevada. The team intends to achieve this by developing a strategic plan, fostering collaborative relationships with state and local entities, developing plans, a messaging campaign, facilitating volunteer and alternative work force clean-ups, and other means as appropriate.

II. Vision, Mission, and Core Values

Vision Statement:

The four federal land management agencies serve as a model for fostering stewardship and collaboration, inspiring and empowering citizens to care for our public lands and our communities. There is a social climate where litter and dumping are unacceptable and have been eliminated.

Mission Statement:

Through an interagency partnership, our mission is to solve the pervasive problem of reduce litter and desert dumping by identifying root causes and solutions. This will be accomplished through partnerships, education, and awareness programs, clean-up of public lands, and enforcement, coordination of clean up efforts and promotion of land stewardship values. By monitoring our effectiveness we adapt to changing circumstances.

Core Value Statements:

1. We act As a group and individually, we are committed to acting at all times with the highest level of personal and professional integrity.

2. We will foster an atmosphere that facilitates encourages and supports participation and the free exchange of ideas that will encourage group consensus and the acceptance of ideas.
3. We **operate collaboratively** will treat each other as **a** we want to be treated through a supportive team and with others environment.

4. We **believe in a team environment where we can work together, value each other’s time—and reach our goals.**

III. Goals and Objectives of the Team

**Long Term Goals**

- Complete and implement anti-litter and dumping strategic plan that includes public input
- Continue monitoring of Spring Mountains pilot program and communicate ideas for exporting the program to other areas
- Implement messaging campaign
- Complete public land clean-ups using sources that include but are not limited to volunteers and alternative work forces
- **Partner with state, local and private entities to encourage land stewardship and a sense of community.**
- Maintain statistics on all clean-ups and provide to appropriate personnel
- Make additional dumpsters and roll-offs available to agencies to reduce litter and dumping
- **Complete protocol for data collection and communication with US Magistrates GIS dump site database, monitoring and mapping system in development or completed**
- Explore options for sustainability Pursue studies, as appropriate, into the root causes of the interagency anti-litter littering and desert dumping program behavior

**Team Interactions**

The Anti-litter team will pursue partnerships with the following SNAP teams as appropriate

- Environmental Education Team
- GIS and Data Management Team
- **Public Affairs Team**
- Resource Protection and Law Enforcement Team
- Restoration and Invasive Species Team (SNRT)
- Interagency Volunteer Team
- **Web Development Team**
- Others as appropriate
IV. Team Sponsor

The Southern Nevada Agency Partnership Board of Directors

V. Roles and Functions of Team Members and Participants

Team Leader

The SNAP Board will appoint staff, including team members and team leaders, to coordinate specific programs or activities on behalf of the SNAP Board. Team Leader responsibilities include:

A. provide overall leadership and coordination to the Team and Project Manager to achieve SNAP goals and projects
B. contribute to the development of the SNAP work plan that describes and prioritizes actions
C. facilitates the development of a team charter and ensures new team members receive orientation to the charter, team history and culture.
D. ensure the development of a coherent strategy for the Team’s work. Facilitate development and coordinate implementation of Team work plans. Present work plans to SNAP Board for approval. Provide guidance and assistance to Team members, SNAP Board, and Project Managers
E. plan for, prepare for, manage, facilitate, and record meetings of the IA teams
F. ensure that team decisions are based on the best information and data available
G. must be responsive and timely in providing information to Project Managers
H. primary point of contact for Project Managers
I. regularly keep SNAP Board and Executive Director apprised of project and program status
J. ensures necessary reports are submitted to the Executive Director
K. coordinate the identification and acquisition of funding to accomplish SNAP goals and objectives in coordination with SNAP Board
L. assures accountability of funds and activities related to the implementation of SNPLMA and other funded projects. —May serve as the Contracting Officer’s Representative (COR) or Government Technical Representative (GTR) on grants and agreements.
M. serves as point of contact for the Project Manager (PM)

Team Member

The SNAP Board will appoint staff, including team members and team leaders, to coordinate specific programs or activities on behalf of the SNAP Board. Team Member responsibilities include:

A. attend and participate in SNAP team meetings
B. keep supervisor and agency apprised of team activities
C. include team activities in agency annual work plan
D. represent the agency in team meetings  
E. assure that team activities meet agency needs  
F. complete tasks accepted during team meetings in a timely and professional manner

**Project Manager**

Project work done by SNAP teams may be accomplished by a contractor or partner. A project manager may be assigned to the specific project and may be employed by a contractor or partner organization. The role of the project manager must be defined in the related contract or agreement. In general the role of the project manager is:

A. assure that the deliverables of the contract or agreement are met  
B. work cooperatively with Team Leader to assure that the needs of SNAP are met during the execution of a project  

*Roles are assigned and do not rotate among team members*

**Critical Success Factors**

- Develop action plans and time tables for deliverables  
- Assign responsibility for program development and implementation  
- Annual team evaluation  
- Support from SNAP Board  
- Team needs to be empowered to make policy level decisions  
- Team needs access to higher level decision makers for guidance  
- Team members will be assigned certain tasks needed to complete deliverables  
- All assigned task shall be done in accordance with established timelines

**VI. Decision Making Authority of Team**

The team has been delegated operational decision making authority by the SNAP Board of Directors. Policy level decisions shall be approved by the SNAP Board of Directors. If the team has a question regarding whether a decision is operational or policy related, the SNAP Executive Director will be consulted for clarification.

**VII. Primary Decision Making Process and Guidelines**

Meeting Guidelines  
Make Operating Guidelines  
Meetings
- Team members shall make every effort to attend all team meetings.
- Set a deadline for all action items.
- Abide by the following Anti-litter team meeting guidelines.

Communication Guidelines
- LISTEN! to value everyone's input.
- RESPECT! all input, demonstrate flexibility and openness to all suggestions.
- ASK! for clarification when needed and show interest.
- TAKE ACTION! on a suggestion or give feedback if no action was taken.
- THANK YOU! appreciate each individual's contribution.
- DON'T! use the phrase “it can’t be done” if you're not sure.
- FIND! the opportunities to try things in new ways.
- MAKE! the team and its objectives a top priority.

Meeting Guidelines
- Begin and end meetings on time.
- Respect the agenda.
- Listen actively and stay engaged.
- Manage time constructively.
- Be open to new ideas, concepts, and thoughts.
- Assume responsibility to reach consensus and support any consensus reached.
- Each member assumes responsibility for the group's progress.
- Leave the meeting with a clear idea of the next steps: ask for clarification who will do what by when needed.

Record Keeping
- Develop agenda at least 3 days prior to meeting.
- Get any changes to the agenda to note taker as soon as changes are identified.
- Note Taker will email agenda and/or post on GroveSite at least 3 days prior to meeting.
- Meeting notes will be taken and posted on Grovesite by:
  - Project Manager or
  - Alternate designee selected by Team Lead.
- Action Items List including deadlines will be provided as part of the meeting minutes.
- Meeting minutes will be distributed within two weeks of meeting date. Team members will review and comment within five days; official minutes will be posted on Grovesite within one month.
- Team Lead will facilitate the meetings and the Project Manager note taker will make available official documents at all meetings.

Attendance
- Notify Team Lead or Project Manager if you can not attend a meeting.
- If any team member cannot attend a meeting an alternate may be assigned by the absent member. The alternate shall have the same standing and authority as the team member he/she is replacing unless directed otherwise by the team member.
- Discussion and approval of agenda items will not be delayed if a member is not present unless tabled by the Team Lead.

**Consensus on decisions**

In order for a decision to be made a quorum of agency team members/alternates must be present. A quorum is defined as at least 50% of the agency team members being present. However, if a decision has a potential negative impact on an unrepresented agency, the decision will be postponed until that agency representative can attend. In accordance with SNAP protocol, consensus is defined as 100% of the team being at least 80% in favor of the decision.

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**IX. Lines of Communication**

![Diagram of Lines of Communication]

**X. Process for Approving and Amending Charter**
Charter Approval

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Anti-Litter Team Endorsement

We approve this Team Charter and are committed to actively supporting it. We accept responsibility for fulfilling any aspect of the charter that applies to us, including providing resources, actively participating, and effectively communicating. We know what to do and are prepared to act. Our endorsement is an active and positive statement that we are committed to fulfilling the responsibilities designated in this charter.

____________________________________
Erika Schumacher
Lisa Christianson
Bureau of Land Management

____________________________________
Elizabeth Barrie
Douglas Joslin
Date
Public Lands Institute

____________________________________
Bob Loudon
Erick Walker
US Forest Service

____________________________________
Nancy Bernard
National Park Service

____________________________________
Amy Sprunger
Linda L. Miller
US Fish and Wildlife Service
Southern Nevada Agency Partnership
Board of Directors Endorsement

We have reviewed and approve this team charter and are committed to the team’s success.

_________________________  ______________________
Stephanie Phillips       Date
Spring Mountains National Recreation Area
Deputy Forest Supervisor
US Forest Service

_________________________  ______________________
William K. Dickinson    Dickinson, Date
Superintendent
Lake Mead National Recreation Area
National Park Service

_________________________  ______________________
Cynthia Martinez        Linda L. Miller, Acting Project Leader
Date
Desert National Wildlife Refuge Complex
US Fish and Wildlife Service

_________________________  ______________________
Mary Jo Rugwell          Juan Palma, Field Manager
Las Vegas Field Office
Bureau of Land Management
Appendix

FY 2010-2007 Goals

- Finalize strategic plan
- Complete Strategic Plan
- Conduct 12 clean-ups using volunteers, alternative work forces, or others as appropriate in 2007
- Plan 12 clean-ups for the following year 2008
- Manage ongoing messaging campaign
- Continue media buy management
- Clarify recycling task
- Support clean-ups with the Don’t Trash Nevada trailer
- Complete draft version of judicial analysis or transfer to Law Enforcement team as appropriate
- Continue to facilitate team meetings
- Maintain clean-up statistics
- Make dumpsters and roll-offs available to agencies
- Collaborate with state, local and private entities regularly to help resolve the desert dumping problem
- Recruit and train volunteers to assist with data collection for the litter and desert dumping database
- Continue to recruit and train Adopt a Block volunteers in collaboration with Clark County.
- Explore a statewide campaign for Don’t Trash Nevada.
- Clarify round 4, 5, 6, and 7 deliverables

Team Membership

Erika Schumacher
Lisa Christianson
Bureau of Land Management
Team Lead

Elizabeth Barrie, Ph.D
Air Quality Specialist

Douglas Joslin
Public Lands Institute
Project Manager

Bob Loudon
Erick Walker
US Forest Service
Recreation, Lands and Minerals Staff Officer

Nancy Bernard
National Park Service

Amy Sprunger
Volunteer Coordinator

Linda L. Miller
US Fish & Wildlife
Acting Project Leader

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