Anti-littering Programs

Public Lands Institute

9-30-2005

Take Pride In America in Southern Nevada: Quarterly Progress Report, Period Ending September 30, 2005

Take Pride in America in Southern Nevada

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QUARTERLY PROGRESS REPORT
University of Nevada, Las Vegas
Period Ending September 30, 2005

Cooperative Agreement Number FAA010017
Take Pride In America in Southern Nevada

Executive Summary

- Interagency Anti-Litter Team met on August 22 and September 14, 2005.
- Community Anti-Litter Steering Committee participants have been identified.
- Project Manager Doug Joslin has been recommended for appointment to the new county-wide Southern Nevada Recycling Advisory Committee.
- Five Take Pride in America public service announcements were produced and delivered to television stations in southern Nevada.
- A messaging campaign proposal will be shared with the federal land managers on October 27, 2005.
- An initial review of progress on the Spring Mountains anti-litter pilot project has been conducted.
- Three Take Pride in America clean-up events were supported by the Anti-Litter Team. The events involved 331 community volunteers removing 128 cubic yards of litter.
- A research assistant has commenced work on the Judicial System Analysis.

Collaboration with Interagency Team

All interagency team members were finalized on August 3, 2005, and the first meeting was held August 22, 2005. During that meeting many topics were discussed (see attached agenda and meeting notes). The group agreed to hold meetings on the second Wednesday of each month.

The anti-litter team met on September 14, 2005, to create a vision statement, mission statement, and core values statement (see attached). Bobbie Antonich suggested the meeting and agreed to facilitate. The exercise was facilitated by Conservation Initiatives Program Manager Bobbie Antonich and proved to be an excellent team-building experience.

During this quarter, arrangements were made for the interagency team to be provided online access to Grove Site, a project management website developed by the university.
that allows the federal land managers to remain informed about progress on various SNPLMA initiatives. Grove Site provides easy web-based collaboration that allows groups to be online and working together within minutes. The team will now be able to share documents, discussion, and calendars online and thus communicate more effectively and efficiently.

Arrangements have been made for Doug Joslin to tour the federal lands with each of the team members during the month of October. This will enable him to develop a more intimate picture of each agency’s problem areas, concerns, and enforcement protocols.

**Strategic Planning and Project Management**

Douglas Joslin started as Project Manager for Take Pride in America in Southern Nevada on July 11, 2005. He immediately began working on the strategic planning elements, spending much of the first few weeks meeting with other project managers and agency staff to learn more about SNPLMA-funded projects and procedures.

On July 21, 2005, Doug met with Bobbie Antonich, Conservation Initiatives Program Manager. The meeting focused on the elements of the task agreement and the expectations of the federal land managers. Also discussed were policies and procedures, chain of command, interagency team members, and project history. The composition of the interagency anti-litter team was confirmed with Ms. Antonich on August 3, 2005, and work began on scheduling the first team meeting for August 22, 2005.

**Community Steering Committee**

An important element of the strategic planning subtask is the formation of a community-based anti-litter and dumping steering committee. The project manager created an initial list of possible participants and presented the list to the interagency team on August 22, 2005. Doug asked each team member to review the list and add their comments and suggestions. At the team’s meeting on October 12, 2005, they will finalize the mission and charge of the steering committee in the strategic planning process. A letter of invitation and database of possible participants will be continually revised as suggestions are received. The university anticipates mailing invitations to community representatives in the next quarter.

**Southern Nevada Recycling Advisory Committee**

On July 28, 2005, the project manager learned of plans by Clark County and the Clark County Health District to create a Southern Nevada Recycling Advisory Committee through a joint resolution with surrounding municipalities. The purpose of the county task force is to increase the percentage of the solid waste stream that is diverted into recycled products and use. The university recommended to the interagency team and federal land managers that a letter be sent to request representation of the public land agencies on the task force. The federal agencies concurred, and a letter of request was sent to county officials, requesting that Doug Joslin serve as the public lands representative on the task force.
Anti-Litter Research
As called for in the task agreement, the project manager has completed an extensive review of more than 10 anti-litter and dumping programs across the U.S. Included in the research are reviews of the Florida Litter Study, State of Washington litter control program, passive versus active littering behaviors, and the Arizona Clean and Beautiful program. Although the review of literature in not yet complete, several conclusions stand out:

1. Litter and Dumping prevention programs in this country are often not researched prior to implementation.
2. The “typical” dumper is a young male (although there is a lot of variation in the research).
3. Messaging campaigns focused on the personal consequences of littering (fines for example) appear to be more effective than highlighting the ecological consequences.
4. The most often discussed and memorable campaigns are professional branded and marketed (examples include “Don’t Mess with Texas,” “Give a Hoot Don’t Pollute,” and “Want to Litter? Fine.”).

Spring Mountains Anti-Litter Pilot Project
On September 23, 2005, Doug met with Robbie McAboy, Supervisory Forester for the U.S. Forest Service, and Brian Cicotti, pilot project manager, to discuss the draft plan for the Spring Mountains pilot litter project. Elements of the plan will have an influence on the TPIA program. Doug Joslin made arrangements to tour the area with Brian in the near future to observe how the program is working.

Subtask 2: Messaging Campaign

Public Service Announcements
On July 12, 2005, Project Manager Doug Joslin began working with UNLV-TV staff to produce a local PSA created from the Clint Eastwood national PSAs shot in May 2005 (and described in the last quarterly report). Because of funding provided through the Take Pride task agreement, Mr. Eastwood filmed several of the PSAs with Nevada-specific messages. The university added local information to the end of Mr. Eastwood’s messages, thereby creating a localized PSA with a national figure and local information. The PSAs encourage people to volunteer by visiting the Interagency Volunteer Program website. By August 2005, five different PSAs of varying lengths were completed (see attached).

In July 2005, Doug Joslin began meeting with UNLV Public Affairs staff to organize a media event for the PSA release. The original plan was to have a media event during a visit by Congressional delegation staff on August 17, 2005. Unfortunately, scheduling and logistical problems on the federal side prevented university staff from organizing such an effort. In August 2005, the project manager worked with university staff to make
personal contacts with media outlets and secured agreements to air the Southern Nevada Take Pride PSAs on the local NBC, CBS, and Fox channels, on Cox Cable, and on smaller local channels CCTV, KCVB, and UNLV-TV. Nancy Flagg, Public Lands Institute Director, received a letter of thanks for the efforts to produce the PSAs (see attachment).

The university was later notified by the national Take Pride campaign of the need to alter the Southern Nevada PSAs with sigma encoding, a technique that allows a service to track the airing of the PSAs. This situation caused additional delays and production costs to the local messaging effort, but revised PSAs were produced and delivered to local television outlets within one week.

Because of the industry-wide difficulty in ensuring airtime of free PSAs, Project Manager Joslin began exploring options for purchasing air time. He met with Cox Media representatives on September 6, 2005, and determined that placing paid announcements on the local cable network may be the least expensive method. A recent informational quote (see attached) shows that 72 thirty-second spots can be aired on local cable channels in a one-week period for under $3,100. Cox Communications can also provide extensive research for market demographics to help the program reach any target audience we may identify.

The project manager is currently working to produce additional public service announcements through the use of UNLV film majors. The objective of these PSAs is to create a more customized Southern Nevada message than was possible with the Clint Eastwood spots. On October 14, 2005, Doug will meet with UNLV professors and students to pitch a concept to a UNLV film class. If a student agrees to take on the project, a local PSA will be produced. Further details on this effort will be reported in the next quarterly report.

Marketing Research
As a basis for comparison with similar public campaigns, the project manager researched the scope and cost of other locally produced messaging campaigns. On July 28, 2005, Doug met with Ron Smolinski, Clark County Department of Air Quality and Environmental Management. Mr. Smolinski helped created the “Don’t be a Dusthole” campaign currently being used by Clark County to reduce the amount of PM$10 by discouraging anthropogenic causes of dust. Mr. Smolinski discussed costs, research methods, and challenges of developing a messaging campaign to discourage and prevent harmful human activity.

The general objectives of the “Don’t be a Dusthole” campaign are identical to those described in the TPIA messaging campaign subtask, so an analysis of costs and budgets was especially useful. The county campaign is budgeted over a three-year period at a cost of $470,000 (see attached details). The $143,000 budgeted for the Take Pride messaging campaign thus highlights the need to be creative and cost-effective. Our program must either devote additional unencumbered funds to the messaging campaign,
seek other sources of funding for elements of the campaign, or create a smaller campaign overall. The team will continue to work on these issues throughout the next quarter.

In August 2005, the Public Lands Institute hired a marketing specialist, LaNelda Rolley, and contracted with a respected local public relations firm, Aztec Communications, to assist with communication needs for various SNPLMA projects being managed by the university. Both Ms. Rolley and Aztec have extensive experience in handling branded campaigns and will help direct Take Pride messaging efforts in collaboration with the interagency team and federal land managers.

At the interagency team meeting on September 14, 2005, the team brainstormed ideas for the Take Pride messaging campaign and, as a result of those discussions, recommended pursuing a universal anti-litter and dumping message that could eventually be expanded into a statewide effort. A proposal outlining a suggested plan for the messaging campaign has been prepared for the federal land managers and will be presented to them on October 27, 2005. The intent is to secure managers’ approval of the team’s recommendation, which will allow the project manager and team to move forward with further development of the campaign.

**Subtask 3: Litter and Desert Dumping Clean-up**

The project manager recently assisted the Interagency Volunteer Team on three Take Pride in America events held in observance of National Public Lands Day. The first event was a clean-up of Sloan Canyon National Conservation Area on September 17, 2005. This event was very successful and included 57 volunteers who removed approximately 70 cubic yards of litter. Two other Take Pride clean-ups were held on September 24, 2005, at Cottonwood Valley in the Red Rock Canyon National Conservation Area and a shoreline clean-up at Lake Mead National Recreation Area. These events attracted a total of 274 community volunteers who collected more than 58 cubic yards of litter. Among all three events, 331 volunteers participated and removed more than 128 cubic yards of litter from the public lands.

The TPIA project manager and the Interagency Volunteer Program Manager have begun collaborating to ensure that clean-up event requirements for each of their task agreements are complementary and effective. The TPIA program calls for 12 annual clean-ups while the IVP program calls for 10 events. Since events are not typically conducted during the hottest months of the year or during the Thanksgiving-Christmas holiday period, that leaves a seven-month window for scheduling 22 events, drawing upon identical resources for volunteers, food, funding, and coordination. Because this could lead to diminishing results from the competition for resources, both project managers and interagency teams will work together to clarify these issues and decide upon a focused and effective course of action.

One possible solution is for the TPIA program to focus on the use of alternative workforce (e.g., prison crews) for its 12 clean-up events rather than community
volunteers. Initial discussions about this option have been made with the interagency team and will be further discussed at its October 2005 meeting.

**Subtask 4: Judicial System Analysis**

In August 2005, the Public Lands Institute recruited and hired UNLV law student Allison Wirth to conduct the judicial system analysis called for in the task agreement. Ms. Wirth is a native Las Vegan and is vice president of the Environmental Law Society and also serves on the Student Bar Association.

Doug Joslin created a work plan to guide Allison’s study. The first task is to research all federal, state, and local laws that could be used to enforce anti-litter and dumping on the public lands. Doug and Allison will be meeting with the interagency anti-litter team, representatives from the U.S. Attorney’s office, and other law enforcement representatives in the coming months.

Initial planning for this subtask has been difficult due to the number of people involved in prosecuting environmental crimes on federal lands and the wide variability of the codes and laws in use by the agencies. The ongoing involvement and support of the federal land management agencies and their law enforcement personnel will be required to complete this study.

Submitted by:

________________________________
Margaret N. Rees, Principal Investigator

September 30, 2005
Date
Take Pride
Public Service Announcements
Images from the Take Pride in America Public Service Announcement featuring Clint Eastwood

National Public Lands Day
September 24th
Volunteer Opportunities
October 2005

National Wildlife Refuge Week

National Park America Tour

Make a Difference Day

getoutdoorsnevada.org

Southern Nevada Agency Partnership
PSA Thank You Letter
August 22, 2005

Ms. Nancy Flagg
Director
UNLV Public Lands Institute
4505 South Maryland Parkway
Box 452040
Las Vegas, NV 89154-2040

Dear Nancy:

With the Take Pride in America PSA campaign now officially under way, I wanted to thank you once again for helping to make this exciting campaign a reality. Your immediate response to our request for financial support and the Public Lands Institute’s very generous contribution of $12,500 allowed us to move forward quickly with the production of the TV and radio PSA’s following our “shoot” with Clint Eastwood in Carmel.

The Take Pride message encouraging Americans to volunteer on the public lands that belong to us all is an important way to safeguard the future of these magnificent resources. Thank you for helping us deliver that message in a timely and effective way.

Warmest regards.

Sincerely,

Derrick A. Crandall
President
Coordinator, Take Pride in America Partners Program

DAC/caa
Cox Media PSA Estimate
Clark County “Dusthole” Messaging Campaign
“Dusty the Dusthole” messaging campaign cost

Year 1 – The birth of Dusty – September 2003

- Creation of the campaign by Tom Puckett Ad Agency
- Production and filming of the commercial (used channel four staff and facilities to keep costs low.
- Six weeks of running the add (320 30 second spots) using a Cox cable package
- Five billboards for 3 months (rotating)
- Two days of 1/3 page ads in Review Journal and Sun
- Total Cost = $170,000

Year 2 – Dusty part deus – May 2004

- Creation of a new campaign (the one where the women hits Dusty with her cane)
- Production and filming of the commercial (used channel four staff and facilities to keep costs low.
- Twelve weeks of running the ad (690 30 second spots) using a Cox cable package
- Traffic sponsorships on radio for 6 weeks
- Four days of 1/3 page ads in the Review Journal and Sun
- Total Cost = $200,000

Year 3 – Dusty rides again – Spring 2005

- Six weeks of televisions spots for both Dusty ads (250 30 second ads)
- Traffic Sponsorship on radio for 4 weeks
- Two Days of 1/3 page ads in Review Journal and Sun
- Four outdoor billboards for three months (rotating)
- Total Cost = $100,000

Combined estimated cost for three years of the messaging campaign = $470,000
Team Meeting Minutes
Anti Litter and Desert Dumping
Team Meeting Minutes

Meeting called by: Douglas Joslin
Type of meeting:

Facilitator: Douglas Joslin
Note taker: Douglas Joslin

Timekeeper:

Attendees: Bobbie Antonich, Talmadge Magno, Nancy Bernard, Linda Miller, Nancy Flagg, Lisa Wilson, Robbie MacAboy, Nancy Christ, Chris Allen

Please read:

Please bring:

Minutes

Agenda item: Background of project to date
Presenter: Bobbie Antonich

Discussion:
A brief history of the project to date.

Discussion origins of program including original Outside Las Vegas efforts. The progression of the programs under SNPLMA and the nomination process were also discussed.

Conclusions:

Action items

Person responsible
Deadline
✓
✓
✓
✓

Agenda item: Review Task Agreement for Round 4 and nomination for Round 5.
Presenter: Bobbie Antonich

Discussion: Round 4 and 5 task agreements and nominations.

Bobbie introduced the nomination and task agreement process. Doug discussed the subtasks and objectives that are part of the round four task agreement including strategic planning and project management, messaging campaign, litter and desert dumping clean-up, and judicial system analysis and coordination.

Conclusions:

Action items

Person responsible
Deadline

Agenda Item: Clark County Joint Resolution Creating the Southern Nevada Recycling Advisory Committee

Presenter: Douglas Joslin

Discussion: The Creation of The recycling task force and how SNAP and PLI may benefit from participating.

Clark County and the Clark County Health District have come together to form a task force to explore recycling issues and make recommendations to policy makers. The risk of not having the public lands represented on this task force was discussed. Some of those risks include overlooking issues important to the public lands, service improvements that could benefit public lands, and extending service areas to support more remote locations. The group then discussed the appropriateness of participation and a representative.

Conclusions: The team decided that it would be appropriate for the public land agencies to be represented on the task force and approved a draft letter asking the County to appoint Doug Joslin to that task force.

Action items

- Send electronic copy of draft letter to Bobbie Antonich for review and signature. Person responsible: Nancy Flagg and Doug Joslin Deadline: 8/26/05

Agenda Item: GroveSite and/or Yahoo groups website review

Presenter: Douglas Joslin

Discussion: The use of GroveSite for team collaboration

Doug introduced the team to the GroveSite web program for collaboration. GroveSite allows groups to be online and working together within minutes. GroveSite enables anyone who knows how to surf the web to build a collaboration site where projects can be managed, files can be shared, and discussion can take place. The advantages of this site over the use of e-mail to share attachments and the added benefit of posting threaded discussions, meeting notes, minutes, photos, calendars, etc were also discussed.

Conclusions: The team should benefit from this collaboration tool. Bobbie Antonich was able to add all anti-litter and dumping team members to Grovesite. The team was told that Chuck Williams will be in touch in the near future to coordinate access and training on the site features. Until all team members are online with GroveSite the team should rely on e-mail to share information.

Action items

- Follow-up with Chuck Williams to make sure team is added and trained. Person responsible: Douglas Joslin Deadline: 9/2/05
**Agenda item:** Discuss Community Based Anti-Litter and Desert Dumping Team  
**Presenter:** Douglas Joslin

**Discussion:** Subtask 1 of the task agreement requires the establishment of a community based anti-litter and desert dumping team.

The team discussed the creation of this team and its role. The concept of choosing participants directly was reviewed. Doug handed out a list of possible team member organizations and asked that the team review the list and make any additions, suggestions, and comments to ensure a well represented community based team to help with the formation of a strategic plan.

**Conclusions:** The idea to invite participants directly was tentatively approved and team members will provide Doug comments and suggestions.

**Action items**

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<td>✓ Forward to Doug any comments and suggestions regarding the team member organizations and possible individuals to serve as team members.</td>
<td>Talmadge Magno, Nancy Bernard, Linda Miller, Lisa Wilson, Robbie MacAboy.</td>
<td>9/9/05</td>
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**Agenda item:** Schedule regular team meeting dates and times.  
**Presenter:** All

**Discussion:** Discussed dates for regular team meeting and a special vision, values, and mission statement charter meeting.

The team discussed a recurring date and time for regular team meetings and agreed to a special meeting for the team charter.

Regular team meetings were scheduled for the second Wednesday of each month from 9am – 11am beginning in October. The location of the first meeting will be confirmed by e-mail after the team members check conference room availability for the October 12th meeting date. Remaining meeting locations will be established during the October 12th meeting. The special charter meeting was scheduled for September 14th, 2005 at the Water Safety Center 9am-3:30pm and will be facilitated by Bobbie Antonich.

**Conclusions:**

**Action items**

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<td>✓ E-mail Doug as soon as you can confirm meeting space for the October 12, 2005, 9am-11am meeting. First office to confirm will host October 12th meeting.</td>
<td>Talmadge Magno, Nancy Bernard, Linda Miller, Lisa Wilson, Robbie MacAboy.</td>
<td>ASAP</td>
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Interagency Team
Core Values & Vision Statements
Draft Mission, Core Value, and Vision Statements of the Anti-litter Team
September 14, 2005

DRAFT: Mission Statement:

Our mission is to be protectors and champions of natural and cultural resources tirelessly pursuing the elimination of litter and desert dumping for current and future generations resulting in enormous respect for the environment.

DRAFT: Core Value Statements:

1. 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 encourages and supports participation and the free exchange of ideas that will encourage group consensus and the acceptance of ideas.

3. We will treat each other as we want to be treated (the Golden Rule) through a supportive team environment.

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

DRAFT: Vision Statement:

People coming together to eliminate littering and dumping and spread the message of environmental responsibility. We have successfully changed the hearts and minds of the people and created a social climate in which it is socially unacceptable to litter or dump and where cultural and natural resources are valued and respected. Visitors and residents can now enjoy the natural beauty of their vast public lands.
Take Pride
Clean-Up Event Statistics
Sloan Canyon NCA - 9/17/05

Fifty seven volunteers (57) contributed 256 hours and cleared an area in the Northeast corner of Sloan Canyon NCA littered with shotgun shells, bullet casings, broken glass, building and car parts, and other large objects. Even an old golf cart was removed. In just 4 hours volunteers collected enough debris to fill 3.5, 20 yard dumpsters – or 70 cubic yards of litter.

Sponsors included the Southern Nevada Interpretive Association, Starbucks Coffee Company and Republic Services of Southern Nevada.

Lake Mead NRA– Hemenway Harbor - 9/24/05

One hundred fourteen (114) volunteers contributed 456 hours. Volunteers cleared a one square mile area of litter and debris, and filled a 20 yard roll-off dumpster. Additional trash was placed trash in existing area dumpsters. An estimated 500 pounds of broken glass was removed from the beach and desert areas. Several large groups including Albertson's, Bank of America, and Las Vegas Boat Harbor participated in this event.

Sponsors included Southern Nevada Interpretive Association, Albertson's, Las Vegas Boat Harbor, the Desert Princess, and Boulder City Disposal.

Red Rock Canyon NCA – Cottonwood Valley - 9/24/05

One hundred sixty volunteers (160) contributed 720 hours. Volunteers collected litter, debris, refuse, electrical wire, cable reels, car parts, tires – everything including a kitchen sink – and filled a 38 yard dumpster. In Cottonwood Valley volunteers cleared 1.5 miles of road and trail and in Bird Springs Valley volunteers cleared another 1.0 mile of trail. Several groups participated including Las Vegas Metropolitan Police Department, HSBC, several area Girl Scout troops, and UNLV’s Labor of Love

Sponsors included Friends of Red Rock Canyon, Starbucks Coffee Company and Republic Services of Southern Nevada.
Work Plan for
Judicial System Analysis
The Research Assistant(s) will be responsible for completing the following tasks. Schedule and deadlines will be determined by the supervisor.

PART I
Complete a report detailing the current legislation, code, and regulations at the federal and state level that are applicable in cases involving littering and/or illegal dumping. The report should include a thorough review of all laws and regulations that are currently employed by enforcement officers as well as those that may be applicable to litter/dumping violations but are currently underutilized or unused in current enforcement activities. The report should inform the reader of the laws and regulations and their application in litter and dumping enforcement.

PART II
Complete a detailed analysis of the application of these laws and regulations in enforcement activities. This shall included, but is not limited to, the number of times each law or regulation was cited in a litter and/or dumping case on federal lands, the method of enforcement (citation, summons, etc) the fines and/or penalty assessed, the amount of money collected if fines were assessed, and where and how any funds collected through the process were ultimately used. The analysis shall draw attention to any differences in enforcement among the federal land agencies. The time span for the data analysis shall be the immediately proceeding 5 years if available.

PART III
A report detailing information from a collaborative effort to identify and recommend methods to encourage more efficient enforcement and administration of the anti-litter/dumping enforcement process. Recommendations may include how to increase process efficiencies, how to increase enforcement officers, ways to encourage law enforcement personnel to cite more frequently, staffing needs, improvements to the methods by which penalties are used once collected, personnel assessments, etc. This will be accomplished using focus groups, contact with policy makers, interviews of law enforcement, interviews with the US attorney’s office, etc. All collaborative efforts shall be done under the supervision and approval of the Take Pride Project Manager. Research should also include a review of successful enforcement programs across the country and what methods have been successful in these locations.

PART IV
The Research Assistant shall develop recommendations for data collection methods to capture litter and dumping enforcement activity on the public lands. The researcher shall
work with the project manager to identify current practices and sources of relevant data. The Researcher Assistant will then develop a recommended procedure and all necessary forms, tools, etc. to ensure all enforcement data is captured and tracked. The US attorney will play a key role in identifying current methods and making suggestions for a comprehensive methodology. The project manager will be responsible for ensuring the Research Assistant has access to necessary personnel. The preferred method is a web based reporting method to facilitate data management and data sharing. A GIS based system would be the ideal.

PART V
The Research Assistant shall make a report detailing recommendations regarding specific strategies that could be employed to increase the awareness of judicial staff concerning the scope and seriousness of the litter and dumping problem. The goal of the communication is to create awareness among judges, US attorneys, enforcement officers, etc. about the dangers, costs, and other implications litter and dumping pose to our environment and the need to aggressively pursue and punish litterers and dumpers to the full extent of the law. The outcome desired is a rise in enforcement activities creating a decline in litter and dumping behavior. The methods employed may be seminars, brochures, speakers bureaus, training opportunities, etc.

The Project Manager shall provide the Research Assistant program support. This includes but is not limited to:

Introductions to essential personnel
Making necessary equipment and supplies available
Answering questions regarding the scope and direction of the project
Overall project oversight and guidance

The Research Assistant shall:

Not exceed 15 hours of paid time per week without prior approval.
Submit time sheets to the Project Manager in accordance with the attached schedule.
Plan to attend meetings outside of established hours as needed.
Submit weekly updates to the Project Manager on project progress and work completed.
Discuss meetings and other outside contacts with Project Manager to avoid duplication of efforts.