Mr. R. W. Gutheil, President
Borden Chemical
Division of Borden Inc.
180 East Broad Street
Columbus, Ohio 43215

Dear Mr. Gutheil:

In response to your letter of May 20th, the CMA Board of Directors has participated in a long series of actions leading up to its decision on April 7 to continue the ChemCAP communications program for another year as of June 1, 1981. Among the more important were those delineated in the following enclosed items:

1. Conclusions of the Long-Range Planning Task Group on ChemCAP at its September 16, 1980 meeting and the call to that meeting with questions to be discussed;

2. ChemCAP Status Report and Program Review Plans from the minutes of the October 28, 1980 Board Meeting plus the ChemCAP presentation at that meeting;


4. Excerpts from the January 5 Executive Committee meeting minutes and the ChemCAP presentation at that meeting;

5. Excerpts from the January 5-6, 1981 Board meeting and Report of the Communications Committee to the Board at that meeting;

6. Excerpts from the Minutes of the CMA Finance Committee Meeting of March 9, 1981;
7. Excerpts from the minutes of the March 10, 1981 Executive Committee Meeting and the ChemCAP presentation at that meeting;

8. Excerpts from the minutes of the April 7, 1981 Board meeting and the ChemCAP presentation at that meeting.

Not included in the foregoing were lengthy deliberations by member company public relations representatives of the Communications Committee and its numerous task groups. If you would like further information in this area or have questions of any kind, please let me know.

Sincerely,

Bruce M. Barackman
Vice President-Secretary

BMB/cgt
Enclosures

P.S.: For your further information, enclosed is a list of the Board's Communications Policy Review Group which reviews CMA's communications programs and provides guidance to the Board concerning these programs.
Presentation to Board at its October 28, 1980 meeting

CHEMCAP STATUS REPORT AND PROGRAM REVIEW PLANS

Virtually all originally planned ChemCAP program elements are now in place. The four "key issues" booklets have been printed; the slide presentation; motion picture film and Public Service Announcements have been completed; News Media Tours programming has increased; the initial cycle of six advertisements has been published; CMA's News Bureau is issuing more and more materials dealing with the five major concern areas.

- "Key issue" booklets, total number printed:

<table>
<thead>
<tr>
<th>Topic</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Transporting Chemicals Safely</td>
<td>175,000</td>
</tr>
<tr>
<td>Protecting the Environment</td>
<td>245,000</td>
</tr>
<tr>
<td>Chemical Worker Safety</td>
<td>170,000</td>
</tr>
<tr>
<td>Chemical Product Safety</td>
<td>120,000</td>
</tr>
<tr>
<td><strong>Overall Total</strong></td>
<td><strong>710,000</strong></td>
</tr>
</tbody>
</table>

To date, 95 member companies have ordered the booklet, with 34 companies ordering in quantities of 1,000 or more.

Not surprisingly, Protecting the Environment has proven our "best seller." We enclose it with all requests for materials, since it discusses the environmental problems which concern more people than any others.

- Advertising. The first cycle of six ads has been completed, and the ad agency is developing a more visually attractive design for a less expensive one-page format to appear December-June.

As of the beginning of October, the six ads has stimulated 6,700 letters requesting booklets. Almost half the responses came from Time Magazine readers, while Newsweek accounts for a quarter and the New York Times accounts for 15 percent. The ad on water quality elicited the most response.

- News Media Tours. To focus on the No. 1 public concern of waste, six member-company experts on waste disposal have been added to the Science Advisory Group. Our goal is to book these experts in 30 target cities around the country, September-April. As of the beginning of September, the media tours had already covered 20 markets and resulted in 48 television and 60 radio appearances and numerous press interviews.
• **News Bureau.** Members of the Science Advisory Group have been interviewed on hazardous waste issues for a second set of five radio tapes, just completed and sent to major markets and to member company communications personnel for personal placement. Also distributed: Five issue papers recently prepared on the same subject. Several mailings have gone to editors of the National Newspaper Association--small daily and weekly newspapers. The 10,000 members of NMA have just also received in their association's Publishers Auxiliary an advertising supplement containing feature materials on the five issue areas.

• **Audio-Visual Materials.** All public relations contacts of major companies have just received the 18-minute speaker's slide presentation, "The Chemical Industry: Meeting the Challenge of Change." Additional sets (cost $30) will include two scripts, a pulsed cassette tape and a speaker's guide.

"Doing Something," the ChemCAP film, is being made available for member companies in early November. The 21 minute film (cost $125) comes in a case with an owner's guide.

Five 30-second television Public Service Announcements derived from the film are in production. Because of TV programming overloads during the election and holiday seasons, we plan to send the clips to more than 800 targeted stations on a one-per-month basis after January.

• **Speakers Program.** About 1200 Speakers Resource Manuals have been distributed throughout the industry, and 375 people are on our "up-date" list. As for companies that have started speakers programs or that have re-oriented programs by adding ChemCAP materials, many seem to be waiting for the slide presentation as a spur to program development.

• **Company Involvement.** A rising number of companies appear to be getting involved in ChemCAP programming, particularly with employees (the best indicator of numbers is those ordering ChemCAP booklets). Steps have been taken to begin ChemCAP Community Committees in 12 cities and target areas. The key to their growth and effectiveness is company involvement and commitment to ChemCAP-like programs in these local areas.

• **Tracking Research.** "Focus group" studies are now being carried out to come up with a more effective ad. Analysis of letters responding to our ads show these to be overwhelmingly favorable.

CMA 147211
A follow-up study to the original Cambridge benchmark study will take place in March and April, with a report and analysis ready by June; this will show the amount of progress since the benchmark study in January.

- ChemCAP Review and Future Planning. We have begun the process of reviewing ChemCAP and planning where it should be going after June 1981. The Long-range Planning Group of the Communications Committee met September 16. The full Committee then discussed the Group's recommendations October 21. The recommendations of the Committee are being presented to the Board's Communications Policy Review Group October 28, with a report and discussion by the full Board anticipated by January 1981.

Action required - None. For information only.

CMA
BD-10/28/80
(e) ChemCAP Status Report and Program Review Plans

Following Mr. Sites' remarks, Exhibit I, Mr. Henderson reported on the results of the meeting this date of the Board's Communications Policy Review Group which was established to provide oversight of the ChemCAP program. The group reviewed where we have been and looked at what the future direction ought to be. There was unanimous and enthusiastic endorsement of the range and sweep of ChemCAP. It was recognized that we were still in a start-up phase, especially at the company level. The publications people are getting the message, but much work needs to be done in individual companies to communicate management interests and concerns to line management in the field. They need to understand management's endorsement if the aspects of the program at the community level are to be raised to the level of activity which the program deserves.

The review group has requested additional research concerning the advertising. It is hoped the results of this can be reported at the January meeting at which time the Board will be asked to act in respect to endorsing the ChemCAP program in concept (as opposed to budget) for the next two years. At this point in time the review group is very much in favor of continuing the program.

(f) Report of Director of Government Relations

In presenting his report, Exhibit J, Mr. Stover announced that the appointment of Mr. Johnstone to the Industry Policy Advisory Committee, a group established to advise the U.S. Trade Representative and the Secretary of Commerce in the area of international trade, has been confirmed by Trade Ambassador Askew and Commerce Secretary Klutznick.

(g) Report of General Counsel

Mr. Frost expanded on his report, Exhibit K, by describing a pattern which is developing at EPA where the actions by EPA in the regulatory and litigation arena are not consistent with their press announcements. An example was cited concerning the New Jersey SIP litigation where the EPA press release stated that they were going to back-track and make the bubble concept of alternative emission available freely. Subsequently, however, it became clear that EPA was unwilling to address the broader issue of state authority to implement the bubble policy on a nationwide basis. Therefore CMA will continue in its litigation challenging EPA's refusal to delegate to the State of New Jersey the authority to implement the bubble concept.
SURVEY OF CHEMCAP PUBLIC SUPPORT ACTIVITIES
BY 60 CMA MEMBER COMPANIES

EXECUTIVE SUMMARY

A survey of ChemCAP activity by companies represented on the CMA Board of Directors in 1980-1982 indicates that:

- 71 percent of the companies have undertaken some kind of ChemCAP-related employee communications program.
- 16 percent have communicated with stockholders on ChemCAP issues.
- 31 percent have initiated some kind of communications activity with the news media.
- 36 percent have organized, are planning or are exploring speakers programs.
- 36 percent have engaged in some form of community outreach program at plant locations.

In addition, a few companies have communicated ChemCAP material to suppliers or customers but the number was too small to include in the bar graph that accompanies this report.

The survey was conducted by telephone and corroborated by mail in August. Its purpose was to arrive at a composite picture of ChemCAP activity by those companies who could logically be expected to be most active in public support programming and to provide a benchmark against which future ChemCAP involvement can be measured. Standard forms were used in making the summary.

A discussion of each of the five principal activity areas follows:

1. Employee Communications--A logical objective is to have each employee informed about what the industry is doing about air and water pollution, worker
health and safety, transportation of hazardous materials and safe disposal of hazardous materials. While not 100 percent, the score on communicating to this basic audience is encouraging.

The wide variety of communications materials made available by CMA has allowed participating companies to design their own programs, using different mixes of materials and different methods of distribution. A number of companies adapted CMA materials to suit their own needs, and some companies have expanded ongoing communications to employees on the key issues.

2. Stockholder Communication--The number of companies involved in this activity is small, but it must be regarded as an area of promise and potential growth. The relative ease of including brief discussions of ChemCAP issues in such stockholder publications as quarterly earnings reports should commend it to publicly held companies. Several companies who have communicated on ChemCAP to shareholders have been encouraged by the response.

3. News Media Communications--Set against the recognized need for a vigorous media relations program by the industry, the score in this category is disappointing. Most firms in the industry continue to adopt a low profile and to deal with both national and local news media in a reactive way. For example, only a handful of companies have distributed ChemCAP material to local newspapers or placed public service announcements with local radio and television stations. There has been little sponsorship of ChemCAP advertisements in plant area newspapers.

Some exceptions are noted, particularly joint efforts undertaken in the Houston area and the media activity planned for the Westchester-Fairfield Counties area.

4. Speakers Program--This form of face-to-face communications is highly important, and the growing number of companies that are starting speakers programs is encouraging. The ChemCAP Speakers Manual is regarded as a very useful resource. The potential benefit from this activity--if, for example, each chemical plant manager would make just one community speech a year--is immeasurable.

5. Community Outreach Programs--A great many things, in addition to speeches, can be done to bring home
the ChemCAP messages to plant communities, and companies have initiated plant open houses, so-called "media days" and mailings of ChemCAP materials to community leaders. While this kind of local activity is widely recognized as being important, involvement by CMA Board member companies has been spotty. It needs central management's encouragement and support.

Fifteen companies represented on the board have undertaken no ChemCAP-related programs. Most of these are small companies with no professional communications staff people. Some of the reasons they offer for not becoming involved in ChemCAP:

- Lack of professional communications staff.
- In process of reorganization, merger, acquisition, etc.
- Primary business is not in chemicals.
- Concern about taking higher profile and becoming target of environmentalist attacks.
- Concern about raising employee fears and demands over job safety.

On-scene discussions with individual company managements by H.G. Brown have been cited as helpful in putting local involvement into broader perspective with overall industry needs. The new "ChemCAP Materials Guide" has also been helpful in providing an overview of available materials—aside from the constant flow of new booklets, press materials, etc.

Likewise, CMA's monthly "ChemCAP Action Roundup" is helping alert companies to effective projects being undertaken by other firms throughout the industry. Still more useful should be the collection of specific case examples being put together by CMA for publication and industrywide distribution in late September: our new "Public Support Programming Action Guidebook."
COMMUNICATIONS PROGRAM STATUS REPORT
CMA Board of Directors
September 28-29, 1981

As the foregoing survey of CMA Board companies indicates, a steadily increasing tempo of communications action is taking place across the chemical industry as more and more firms get involved in telling the industry's story of positive accomplishments and in building public support for the industry's positions.

It is difficult at this stage to measure the impact on public opinion of these combined efforts. Cambridge Report's second poll, taken early this year for CMA, showed little change in opinion indicators during 1980 except for rising concern over hazardous waste disposal. However, a more up-to-date poll by Louis Harris and Associates shows more positive results. This poll, published in July, tracked public attitudes toward 20 industries in 15 different subject areas. For the chemical industry, almost all areas showed modest gains in 1981 as compared with 1980, with striking change being registered in controlling air and water pollution. This went from what Harris termed "an abysmal 25%" in 1980 to 42% in 1981. The Harris study interprets the reasons for this change as follows:

"The modest recovery in the ratings of the chemical industry reflects a new political atmosphere, better economic conditions, and a more benign public attitude toward big business. But the remarkable recovery in the rating on pollution would seem to reflect the energetic and pervasive advertising and public relations campaign that the industry has waged over the past few years.

Such a positive indicator of progress adds impetus to CMA's efforts on the industry's behalf. Following is a summary of what has been accomplished in this field to date, and what is planned in building on the foundations already in place.

PUBLICATIONS

CMA has just developed the fifth in our series of "key issue" booklets, this one addressing the industry's No. 1 public concern--chemical waste and what we're doing about it. Maximum CMA and industry distribution is underway.
The total number of these booklets now printed for distribution to member companies, other organizations, government officials, the press and the general public:

<table>
<thead>
<tr>
<th>Topic</th>
<th>Quantity</th>
</tr>
</thead>
<tbody>
<tr>
<td>Protecting the Environment</td>
<td>315,000</td>
</tr>
<tr>
<td>Transporting Chemicals Safely</td>
<td>275,000</td>
</tr>
<tr>
<td>Chemical Worker Safety</td>
<td>145,000</td>
</tr>
<tr>
<td>Chemical Product Safety</td>
<td>145,000</td>
</tr>
<tr>
<td>Managing Chemical Waste</td>
<td>100,000</td>
</tr>
<tr>
<td>Total</td>
<td>930,000</td>
</tr>
</tbody>
</table>

Planned: A 36-page comprehensive booklet is scheduled for early 1982; this will cover both industry contributions and all five major concern areas. Our working title: "Protecting People and the Environment: What We're Doing About It."

Key Issue Leaflets: To date, three in our series of six mass-mailing leaflets are completed and being distributed to members, reporters, consumer organizations, etc. The totals:

<table>
<thead>
<tr>
<th>Topic</th>
<th>Quantity</th>
</tr>
</thead>
<tbody>
<tr>
<td>Clean, Safe Water</td>
<td>150,000</td>
</tr>
<tr>
<td>Clearing the Air</td>
<td>100,000</td>
</tr>
<tr>
<td>Transporting Chemicals Safely</td>
<td>25,000</td>
</tr>
</tbody>
</table>

Planned are leaflets on Product Safety (October), Worker Safety (November) and Waste Disposal (December).

**AUDIO-VISUAL MATERIALS**

Over 400 sets of "The Chemical Industry: Meeting the Challenge of Change" slide presentation are now out in the industry being shown to company employees and outside organizations. Some (e.g. Nepera Chemical Company and Texas Chemical Council) have designed their own slide shows from CMA's presentation.

Nearly 250 21-minute "Doing Something" ChemCAP films are now with member companies, the majority of which are being shown internally. Another 250 prints are in distribution with Modern Talking Pictures, with nearly 5,000 showings already recorded to community audiences totalling almost half a million.

Fifty of the 134-minute "Doing Something" television version are in distribution through Modern Talking Pictures and have had an estimated viewing audience, mainly on cable TV, of over 6,000,000 to date.

Six Public Service Announcements, extracted from "Doing Something," have been distributed to 750 television stations around the country, with each of these spots seen by an estimated viewing audience of over 80,000,000. In addition, several member companies and other organizations purchased sets.
of the PSAs, attached their own logos, and distributed them personally to local television stations.

Planned: We are now beginning work on a major new audio-visual package, which will address the industry's No. 1 problem of waste disposal. Included are a 27-minute film, three PSAs, two TV news clips and color slides to update our ChemCAP slide presentation. The package is scheduled for completion and national distribution early next year.

NEWS ACTION

A stepped-up pace for CMA's News Media Tour Program has begun this September; our goal is 5-6 cities covered each month. Major emphasis continues to be on hazardous waste disposal, though six major cities were visited in connection with the 10th anniversary of CHEMTREC to promote knowledge of the industry's positive efforts in transportation safety.

By June, members of CMA's Science Advisory Group had visited 49 cities and appeared on 120 television and 130 radio programs and participated in more than 50 newspaper interviews.

Installation of broadcast recording equipment is nearly complete at CMA's offices, and production and nationwide distribution of a regular series of radio programs will begin soon.

A new "Chemical Industry Facts File" has recently been produced by the News Service for personal press placement. The file, which will be updated regularly, is a comprehensive compilation of facts and special reports on industry benefits, actions and risk management.

Planned: A major effort is being mounted with a new public relations consultant to develop positive news coverage through national news channels out of New York City.

ADVERTISING

CMA's first cycle of six ads generated over 15,000 requests for booklets on industry efforts to manage chemical risks. The new series of "human-interest" ads (which started in May 1981) has brought the overall total to nearly 17,000. Five ads have been done to date: Larry Washington of Dow on Water Pollution Control, Peter Briggs of ARCO/Anaconda on Managing Hazardous Waste, Tom Neal of Exxon Chemical on Air Pollution Control, Sandra Newman of Monsanto on Managing Hazardous Waste and Tom Hamberger of Du Pont on Transportation Safety.

Planned next are ads on other industry people speaking up on Product Safety and Worker Safety.
SPEAKERS PROGRAM

Two thousand copies of the 1980 Speakers Resource Manual were distributed to the industry, and 1500 copies of a greatly expanded 1981 edition have been printed. Several companies have started speakers programs and still others are planning to do so, either using the ChemCAP materials or devising their own.

Planned this fall is a pilot program in which CMA staff and member company experts will meet with selected companies for on-scene training in speaking programs. This would be extended if other firms express interest.

PUBLIC INFORMATION

"Key issue" materials are being distributed to many nonchemical organizations, such as the National Grange, the General Federation of Women's Clubs, the National Association of Farm Broadcasters and the National Association of Home Economists. Contacts are being developed with other agricultural and educational groups to expand further distribution of ChemCAP materials.

Planned with the CMA Technical Department is a conference in early 1982 on groundwater, which is another growing area of public concern. A booklet and meeting materials will provide documentation for communicating on this special issue through a wide range of national channels.

COMPANY INVOLVEMENT

A new "Public Support Programming ACTION GUIDEBOOK" is being developed to provide ideas for effective communications projects for application by member companies. This will follow the pattern set by our "ChemCAP Action Roundup" and indicate by example what active companies are doing in this area.

CMA has also just launched another service that will inform member company public relations personnel regularly on the more important projects we are pursuing and planning. Called "Communications Action Planning Alert," this is designed specifically to stimulate tie-in action by member companies, thereby achieving greater multiplication of impact.

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CMA
ED-9/29/81

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