



STRATEGIC OPERATIONAL PLAN

INTRODUCTION

This will introduce you to the Association's Strategic Operational Plan.

The Strategic Operational Plan (SOP) represents a significant departure from prior planning documents. Whereas past emphasis was on situational analyses, present planning stresses strategies, tactics and tasks. Adaptability and brevity were bywords in devising the planning format.

To simplify use, the plan is constructed around AACPP's Standing Committees. This not only isolates program accountabilities but provides an effective means for monitoring progress.

Each section of the plan expands upon the preceding section. The Executive Summary provides an overview of strategic objectives, program priorities and related costs. Committee sections define committee accountabilities, justify program strategies outline program implementation and include a current program status summary. Encoded program worksheets provide specific detail on individual program rationale, objectives, tactics and tasks, elapsed time schedule and estimated costs for required inputs and planned outputs.

The plan is written to allow rapid revision. Unless basic strategic objectives change, essentially only the individual program worksheets are revised; with worksheets added as new programs are proposed/approved or removed when programs are terminated/completed. Program status summary sheets are updated on a quarterly basis.

The Management Information System (MIS) section appended to the plan contains a compilation of AACPP policies and procedures along with current membership and committee rosters, meeting schedules and formats and, for designated recipients, pertinent financial information, i.e., budget, quarterly financial statement. Familiarization with this section facilitates program management and results in more efficient Standing Committee operations.

Revisions are highlighted in the plan.

EXECUTIVE SUMMARY

AACPP Standing Committee operations encompass those research, educational and promotional (REP) programs which are required to meet strategic objectives and provide the basis for Public Affairs, Technical Affairs and International Affairs activities. Accountability for program planning, review and implementation is assigned on the basis of approved committee scope. AACPP Staff serve as program coordinators and committee liaison.

Public Affairs Committee (PAC)

PAC program strategies are predicated on the premise AACPP will:

1. proactively use PAC and TAC programs to reestablish consumer confidence in safety-performance of A/C pipe vis-a-vis competitive materials.
2. initiate a resell program for A/C water pipe on a regional and target city basis.
3. mitigate market erosion by confronting asbestos and health issues whenever, wherever and by whomever raised.
4. build an affirmative case for the A/C pipe sector in asbestos rulemaking proceedings.
5. place special legislative and regulatory safeguards in California, Arizona and Texas.

PAC program implementation hinges on the coordinated use of AACPP Staff, member company personnel, public relations counsel, special legal counsel, and state legislative/regulatory monitoring services to meet strategic objectives.

Technical Affairs Committee (TAC)

TAC program strategies are predicated on the premise AACPP will:

1. integrate TAC and PAC program objectives.
2. make a concerted effort to compile a contemporary data bank substantiating the cost-performance of A/C pipe.
3. selectively sponsor cooperative research to document the safety-performance of A/C pipe.
4. accelerate the development of market-oriented technical information bulletins and services.

TAC program implementation revolves around the coordinated use of AACPP Staff, member company personnel and outside consultants to meet strategic objectives.

International Affairs Committee (IAC)

IAC program strategies are predicated on the premise AACPP will:

1. selectively adapt PAC and TAC programs for utilization in international A/C pipe markets.
2. systematically solicit relevant health, marketing and technical information from Associate Member Companies for integration into PAC and TAC programs.

IAC program implementation centers around creating and maintaining a regularly scheduled forum to increase Associate Member Company participation and input.

REP Program Summary

All approved and proposed REP programs are summarized on the following page along with actual costs for the past fiscal year and projected costs for the current and next fiscal year. Programs are grouped by Standing Committee and listed in numerical order rather than by program priorities which are reviewed and set on a quarterly basis by the Association's Executive Committee.

While projected program costs serve as the basis for budgeting for the current and next fiscal year, the total projected costs may or may not equal budgeted amounts depending on program status, recissions and deferrals.

AACPP's annual budget is a confidential communique between the Board of Directors and Staff.

PROGRAM SUMMARY		Issued	9/12/80		
		Revised	9/25/81		
REP Programs		Projected Cost			
NUMBER	TITLE	1980	1981	1982	
PAC-01-80	Regulatory Affairs Program	\$ 90,785	\$ 8,550	As Needed	
PAC-02-80	Public Education Programs	15,657	162,385	\$100,400	
PAC-03-80	EPA Reg-Neg	0	0	Deferred	
PAC-04-80	State Monitoring Program	0	16,650	50,100	
Proposed	Targeted Seminars Program	0	0	Pending ¹	
	Prior FY 80 Programs	8,917	0	0	
	PAC Subtotal	\$115,359	\$187,585	\$150,500	
TAC-01-80	A/C Pipe Lining: Criteria & Options	\$ 0	800	Complete	
TAC-02-80	RWP Phase II: Transient Asbestos	0	33,000	Complete	
TAC-03-80	Municipal Analysis Program	0	35,500	34,500	
TAC-04-80	Tech Info Programs & Services	8,000	2,500	25,500	
Proposed	Rough Barrel Fitting	0	0	Pending ¹	
Proposed	Leach Character Asphalt Coat Pipes	0	0	Pending ¹	
	Prior FY 80 Programs	46,138	0	0	
	TAC Subtotal	\$ 54,138	\$ 71,800	\$ 60,000	
IAC-01-	To Be Determined	\$ 0	\$ 2,300	\$ 5,000	
	Prior FY 80 Programs ²	7,764	7,200	0	
	IAC Subtotal	\$ 7,764	\$ 9,500	\$ 5,000	
	REP Total	\$177,261	\$268,885	\$215,500	
REP Budget		FY 80			
Public Affairs Programs		\$ 60,000	\$115,359	\$185,000	\$160,500
Technical Affairs Programs		129,000	54,138	80,000	60,000
International Affairs Programs		7,000	7,764	8,500	5,000
Management Information Systems		4,000	2,213	1,500	1,500
Total		\$200,000	\$179,474 ³	\$275,000	\$227,000 ⁴
Notes					
1. Program Approval Pending.					
2. A/C Underground.					
3. FY 80 Actual Expenditures.					
4. FY 82 Proposed REP Budget.					

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AACPP's annual budget is a confidential communique between the Board of Directors and Staff.

PUBLIC AFFAIRS

Public Affairs encompass those research, educational and promotional (REP) programs which provide the basis for public education activities, field problem containment and regulatory affairs initiatives. Accountability for program planning, review and implementation is assigned to the Public Affairs Committee (PAC); approved scope and current roster appended as MIS-08-80.

PAC Program Strategy

PAC program strategies are predicated on the premise AACPP will:

- 1) proactively use PAC and TAC programs to reestablish consumer confidence in safety-performance of A/C pipe vis-a-vis competitive materials.
- 2) initiate a resell program for A/C water pipe on a regional and target city basis.
- 3) mitigate market erosion by confronting asbestos and health issues whenever, wherever and by whomever raised.
- 4) build an affirmative case for the A/C pipe sector in asbestos rulemaking proceedings.
- 5) place special legislative and regulatory safeguards in California, Arizona and Texas.

In FY 81, the prospect of adverse regulation caused AACPP to focus its public affairs programs on preparing for federal rulemaking proceedings and defending against the market erosion created by this prospect. While the possibility of regulation has diminished somewhat, its erosive impact on the market lingers on. It is axiomatic that without a market for A/C pipe the industry cannot survive despite any long term success in the regulatory arena. Thus, FY 82 strategy is to continue health issue oriented programs started in 1981 but to start a new targeted marketing or "resell" program for A/C water pipe. Regulatory affairs initiatives will proceed only on an "as needed, pay as you go" basis. These strategies, some defensive and some offensive, are designed to safeguard core markets until the health/regulatory issue is resolved while effecting a transition to more aggressive marketing programs for A/C water pipe.

Target audiences for PAC programs are numerous and diverse. The "bullseye" is comprised of A/C pipe customers i.e., water works managers who purchase and engineers who specify A/C pipe. Many water utility operators and specifying engineers have been educated about asbestos and health issues by industry salesmen or AACPP Staff. While they may be convinced that A/C pipe is not hazardous, they are aware that a volatile controversy exists that could have public relations impact on the utility. This awareness softens product loyalty so it requires continuing redress through continuing education on the safety-benefits of A/C pipe.

In the next target audience ring are elected municipal officials to whom utility managers and engineers report. This audience knows little about asbestos and health issues, but rather relies on input from utility operators, engineers and public health officials. The views of this important target audience, who may be the final word on pipe purchasing, are colored by political and economic considerations so their opinions must be shaped accordingly.

The next ring is a pot pourri of vested interests including public health officials, print and broadcast media, public interest groups, state legislators, etc. Although substantially removed from the procurement process, these audiences, singly or collectively, can exert tremendous pressure on elected officials and inward to utility operators and engineers. Of these, public health officials are the most important in the resolution of asbestos-related issues. Like A/C pipe customers, health officials must be the object of continuing education on both asbestos and health issues and technical matters affecting the product. The news media also must be kept aware of the latest facts supporting industry's position on the safety of A/C water pipe if some semblance of objective reporting is to be expected.

If all these "inner ring" target audiences are educated effectively on an ongoing basis, the erroneous perceptions and potential negative impact of the outer ring audience (the general public) may be neutralized and possibly changed.

Each target audience has its own needs regarding information about A/C pipe. Program modules and implementation will be responsive to this diversity. Tactically, the object will be continuing shooting at the "bullseye", hit the elected municipal official ring as frequently as possible, and pepper the vested interest and general public target areas when necessary. The benefit of this strategy is that it continually reinforces the confidence of important target audiences in the safety and cost/technical benefits of A/C water pipe.

PAC Program Implementation

PAC program implementation hinges on the coordinated use of AACPP Staff, member company personnel, public relations counsel, special legal counsel, and state legislative/regulatory monitoring services to meet strategic objectives.

PAC program structure is based the following series of interlocking program and support modules whose interaction is illustrated in Figure 1.

The Public Education Program (PEP) (PAC-02-80) is an output module designed to educate target audiences about A/C pipe safety-benefits. The number and composition of individual program elements will fluctuate to reflect regulatory developments, new medical data, containment problems and feedback from member companies.

The Regulatory Affairs Program (RAP) (PAC-01-80) is an output module designed to build an affirmative case for the A/C pipe sector in asbestos rulemaking proceedings. The number and composition of program elements are finite and will be activated on an "as needed" basis.

The State Monitoring Program (SMP) (PAC-04-81) is an input-output module to monitor and respond to state legislative and regulatory actions in core markets i.e., California, Texas and Arizona. Special counsel in other states will be retained on an "as needed" basis.

The Targeted Seminar Program (TSP) (Proposed) is an output module designed to resell A/C water pipe to target audiences in core market areas. This program links, coordinates and focuses the output of PAC and TAC program output.

The Public Relations Counsel (PRC) and Special Legal Counsel (SLC) modules are input-output modules representing out-of-house support for PAC activities.

The Technical Affairs Committee (TAC) and Member Company Programs (MCP) modules are input and output modules respectively, representing in-house technical and sales support for PAC activities.

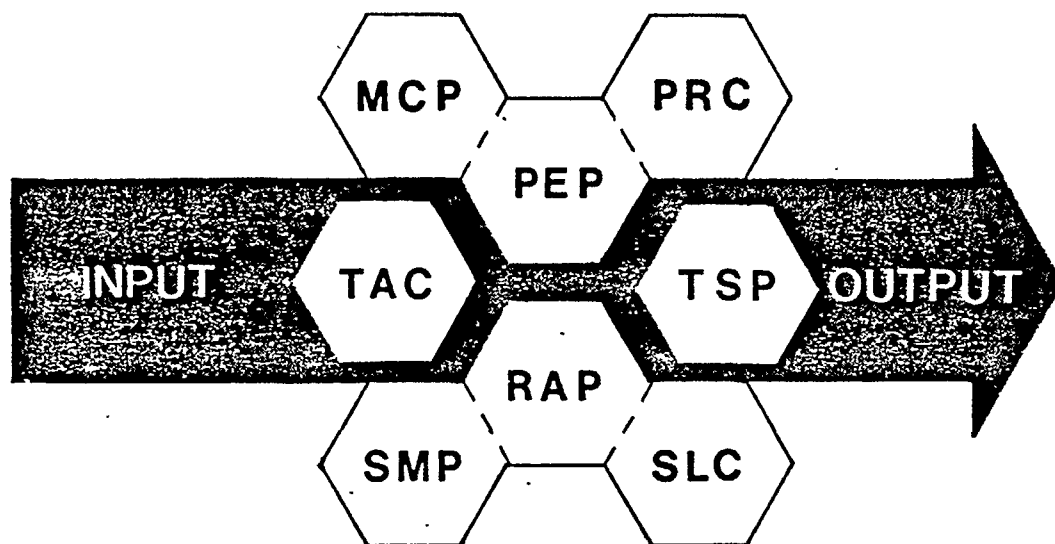


Fig. 1. PAC Program Structure

Current PAC program status is summarized on the following page. Individual program worksheets follow in numerical order.

The State Monitoring Program (SMP) (PAC-04-81) is an input-output module to monitor and respond to state legislative and regulatory actions in core markets i.e., California, Texas and Arizona. Special counsel in other states will be retained on an "as needed" basis.

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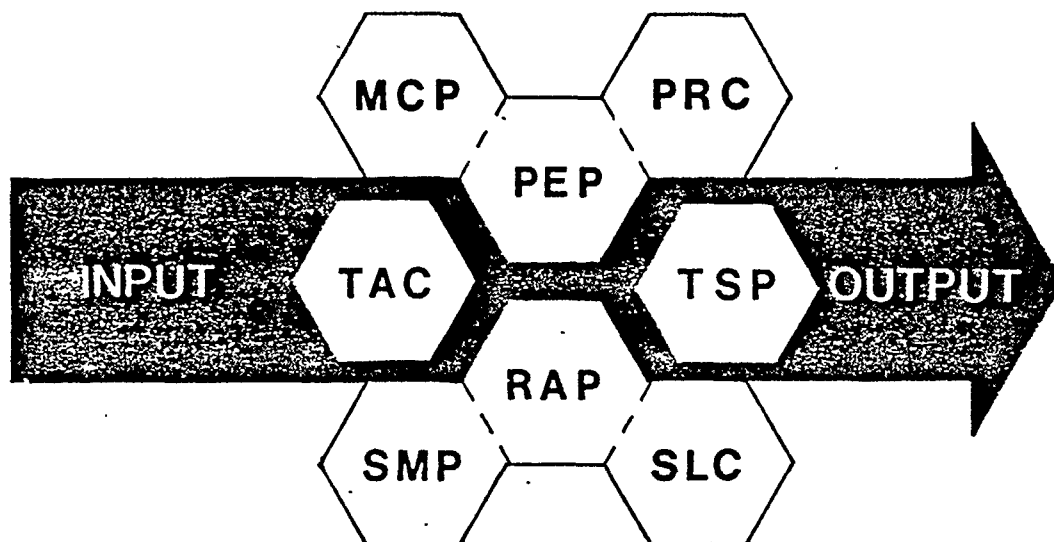


Fig. 1. PAC Program Structure

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TECHNICAL AFFAIRS

Technical Affairs encompass those research, educational and promotional (REP) programs which provide the basis for market development initiatives, standards activities and, upon request, technical support for Public Affairs Committee (PAC) activities. Accountability for program planning, review and implementation is assigned to the Technical Affairs Committee (TAC); approved scope and current roster appended as MIS-09-80.

TAC Program Strategy

TAC program strategies are predicated on the premise AACPP will:

1. integrate TAC and PAC program objectives.
2. make a concerted effort to compile a contemporary data bank substantiating the cost-performance of A/C pipe.
3. selectively sponsor cooperative research to document the safety-performance of A/C pipe.
4. accelerate the development of market-oriented technical information bulletins and services.

With the industry adopting a "lean and mean" posture relative to corporate staff support for A/C pipe technical/marketing activities, greater reliance is being placed on AACPP to maximize return on limited manpower and dollar resources. However, those same resources are being taxed severely by the acknowledged need to step up public affairs initiatives. Thus, pivotal criteria for TAC program selection are:

- a. quick turnaround.
- b. compatibility with PAC strategic objectives.
- c. maximum utility in critical A/C water pipe "core markets" (i.e. West South Central, Mountain and Pacific shipping regions).

The availability of convincing and contemporary product performance data is a prime prerequisite to maximizing useful TAC program output. Also recognizing that priorities will change as PAC initiatives make headway and the "asbestos controversy" subsides, TAC program strategy is geared to building rapidly a technical data bank which, FY 82, will support the industry's public education effort plus serve as the foundation for expanded market development initiatives on future years as resource constraints ease.

TAC Program Implementation

TAC program implementation revolves around the coordinated use of AACPP Staff, member company personnel and outside consultants to meet strategic objectives.

TAC program structure is based on the following series of interlocking program and support modules whose interaction is illustrated in Figure 2.

The Research Options & Criteria (ROC) program module is an input-ouput modules designed to service as the technical foundation for providing research support to the Municipal Analysis Program (MAP) and Public Affairs Committee (PAC) activities. The number and composition of individual program elements fluctuates to reflect changing data priorities and technical support needs (TAC-02-80).

The Municipal Analysis Program (MAP) (TAC-03-80) module is an input module designed to create a steady flow of detailed, contemporary product performance data via municipal surveys which will be used as required input for Technical Information Programs & Services (TIPS) and Public Affairs Committee (PAC) initiatives, plus identify specific research needs (ROC). The scope of on going surveys is reviewed on an annual basis.

The Technical Information Programs & Services (TIPS) (TAC-04-80) module is an umbrella-type output module designed to coordinate and accelerate marketing-oriented technical communications and programs. TIPS will support PAC program initiatives. The number and composition of individual program elements fluctuates to reflect the availability of data and resource constraints.

The Comparative Product Analysis (CPA) module is a transition module which serves the dual role of "bridge and bank" for transferring, storing and/or analytical massaging research results and survey data to improve and expand their usefulness.

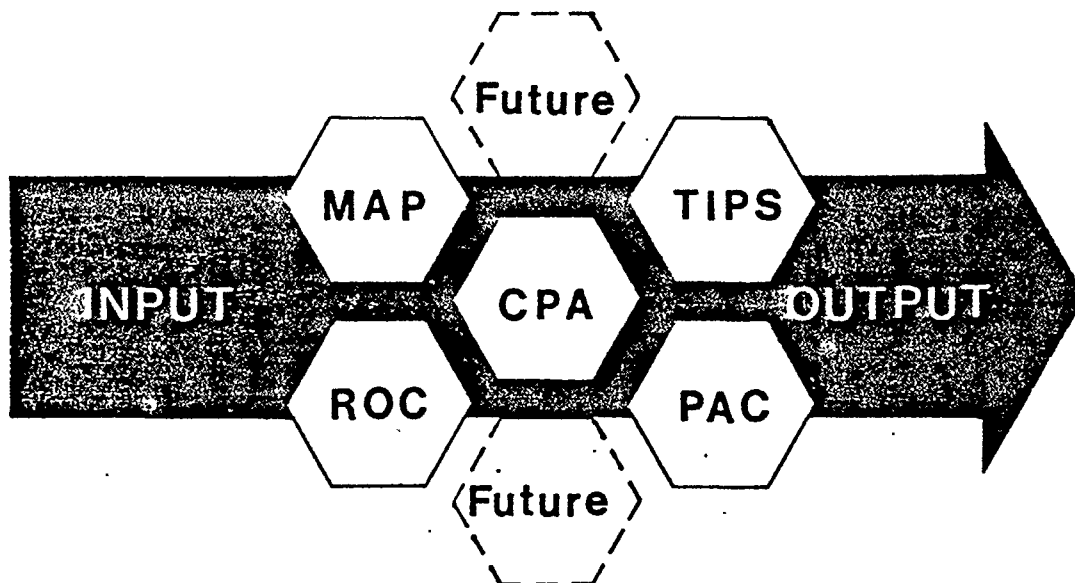


Fig. 2. TAC Program Structure

Current TAC program status is summarized on the following page. Individual program worksheets follow in numerical order.

INTERNATIONAL AFFAIRS

International Affairs encompass those research, educational and promotional (REP) programs which provide the basis for increasing and assimilating Associate Member company input into Public Affairs Committee (PAC) and Technical Affairs Committee (TAC) activities. Accountability for program planning, review and implementation is assigned to the International Affairs Committee (IAC); approved scope and current roster appended as MIS-10-80.

IAC Program Strategy

IAC program strategies are predicated on the premise AACPP will:

1. selectively adapt PAC and TAC programs for utilization in international A/C pipe markets.
2. systematically solicit relevant health, marketing and technical information from Associate Member Companies for integration into PAC and TAC programs.

(IAC program strategies under development for FY 82).

IAC Program Implementation

IAC program implementation centers around creating and maintaining a regularly scheduled forum to increase Associate Member Company participation and input.

(IAC program structure under development for FY 82).

PROGRAM STATUS			Committee			PAC												
			Issue Date			9/25/81												
Program		Schedule									Cost							
NUMBER	MODULE/TASK	1980					1981					1982					☐ P-Plan ☒ A-Actual	
PAC-01-80	RAP/Task 1															P-\$105,000 A- 99,335		
PAC-02-80	PEP/Task 3A															P-\$ 54,300 A- 21,621		
	PEP/Task 3B															P-\$ 14,950 A- 36,842		
	PEP/Task 3C															P-\$ 14,650 A- 6,128		
	PEP/Task 3D															P-\$ 36,000 A- 858		
	A/C Advisory															P-\$ 62,775 A- 23,665		
	PEP/Task 3E															P-\$ 3,150 A- 11,709		
	PEP/Task 4A															P-\$ 7,150 A- 1,438		
	PEP/Task 4B															P-\$ 25,300 A- 19,054		
	PEP/Task 4C															P-\$ 40,750 A- 2,237		
	PEP/Task 4D																	
PAC-04-80	SMP															P-\$ 66,750 A- 1,879		
Cash Flow		1	6000*					15682					36025					*Prior FY 80 Programs
		2	3000*					53652					49225					
		3	52500					48990					34225					
		4	65300					69261					41025					
		T	126800					187585					160500					
YTD Expense		1	6000*					15682										*Prior FY 80 Programs
		2	2771*					53652										
		3	51305					48990										
		4	52283															
		T	115359					118324										

PROGRAM STATUS		Committee	PAC
		Issue Date	9/25/81
Program		STAFF UPDATE	
Number	Module		
PAC-01-80	RAP	Task 1 - No change in status. Tasks 3-4 - Executive Committee approved access to asbestos monitoring data for all A/C pipe plants. Staff and Kirkland & Ellis will analyze data and prepare position papers on technological feasibility of improved dust control. Initiation of all other tasks still deferred pending outcome of regulatory negotiations with EPA.	
PAC-02-80	PEP	First issue of "A/C Advisory" sent to member companies for sales distribution to utilities and municipal officials. Copies also direct mailed to state health departments and sanitary engineers. Distribution of "tip-ons" and <u>A/C Pipe and Drinking Water</u> booklets to legislators and public health officials in California, Texas, Arizona, Nevada and Canada completed. L&G to submit outline of recommended revisions to <u>A/C Pipe and Drinking Water</u> booklet and A/V program at Fall Meeting. <u>Recommended Work Practices</u> delayed pending completion of TAC-02-80. Staff continues to solicit statements from industry and independent medical consultants supporting the safety of A/C pipe. These may be used to solicit formal EPA statement on safety of A/C pipe. Executive Committee agreed on 9-1-81 not to run product promotion ads and not to implement proactive program as proposed by L&G. Modified proactive program approved (see PAC-02-80 revised). Staff has not followed up with water utilities re comments on "bill stuffer." Health issue presentation made at AWWA Intermountain Section; other seminars scheduled for Hawaii, Texas, California-Nevada, Florida and Kentucky-Tennessee section.	
PAC-03-80	Reg-Neg	Held open for future implementation if required.	
PAC-04-81	SMP	Approved by Executive Committee on 9-1-81. Program will be initiated 10-1-81 in California, Texas and Arizona (see PAC-04-81).	

PUBLIC AFFAIRS PROGRAM	<i>Number</i>	PAC- 01- 80
	<i>Issued</i>	9/12/80
	<i>Revised</i>	9/25/81
Title REGULATORY AFFAIRS PROGRAM		
Background This program will coordinate the collection, analysis and presentation of data necessary to develop and prosecute an affirmative case for the A/C pipe sector in EPA, OSHA and CPSC rulemaking proceedings. Program elements required to develop an affirmative case include: economic impact analyses, risk assessments of A/C pipe versus substitutes and audits of asbestos exposures during product life cycle. The technological feasibility and economic impact of reduced exposures must be evaluated and risks quantified for low-level exposures in both the occupational and general environment. Finally, special legal counsel must prepare formal comment and otherwise prosecute industry's case. Primary responsibility for planning and preparing industry responses to current rulemaking resides with AIA's special counsel, Kirkland & Ellis. Within their general fact-finding framework, AACPP acts as an independent subcommittee to collect and prepare information relevant to the A/C pipe products sector. AACPP's role will continue to be one of actively cooperating and financially supporting essential information-gathering exercises, relying on management oversight to assure that the A/C pipe sector case is not weakened in the broad defense of other sectors while reserving the option of proceeding independently if desired or necessary. Since this program is proceeding on a contingency basis, funding and timetables necessarily reflect that rationale. Implementation of additional program elements will be approved on an "as needed — pay as you go" basis via special assessments rather than budgeted in advance.		
Objective To build in advance of rulemaking an affirmative case for A/C pipe based on: 1) Economic impact analysis of a ban on A/C pipe 2) Risk assessments of A/C and substitute pipe materials 3) Audit of asbestos exposure levels during product life cycle 4) Technical/economic feasibility studies of reduced exposures 5) Risk assessments of low-level asbestos exposures 6) Retention of legal counsel		

Tactics & Tasks

Program Review & Initiation

Review quarterly with Executive Committee status of AIA/AACPP information gathering. Resolve "go - no go" decision whether to proceed independently with selected or all program elements. If affirmative, identify candidate contractors. Prepare and distribute request for proposal (RFP). Review proposals and select contractor. Implement legal safeguards and let contract. Monitor progress monthly.

1. Economic Impact Analysis of Ban on A/C Pipe

RFP Issuance: March 3, 1980

Contractor Selection: May 6, 1980; Arthur D. Little, Inc.

Program Initiation: June 13, 1980

Status: Completed May, 1981 and transmitted to Kirkland & Ellis.

2. Life Cycle Risk Assessment of A/C and Substitute Pipe Materials

RFP Issuance: May 9, 1980

Contractor Selection: Pending; Arthur D. Little, Inc. and MRI

Program Initiation: Pending

Status: Deferred by Executive Committee July 17, 1980 pending further rulemaking developments.

3. Audit of Asbestos Exposure Levels During Product Life Cycle

RFP Issuance: May, 1980

Contractor Selection: Arthur D. Little, Inc. (for AIA/NA)

Program Initiation: October, 1980

Status: Audit via EPA TSCA Section 8(a) reporting form completed March, 1981 by Opinion Research Corporation. A/C pipe sector data being compiled by AACPP Staff.

4. Technical/Economic Feasibility Studies of Reduced Exposures

RFP Issuance: May, 1980

Contractor Selection: Pending; Arthur D. Little, Inc.

Program Initiation: Pending

Status: AIA/NA currently has no plans to conduct such a study.

5. Medical Evidence/Risk Assessment of Low-Level Asbestos Exposures

RFP Issuance: September, 1980. Coordinated by Paul Kotin, M.D. (J-M)

Contractor Selection: Brian McMahon, M.D. (Harvard) and others.

Program Initiation: July, 1981

Status: Draft completed in September, 1981; revisions continuing.

6. Retention of Special Legal Counsel

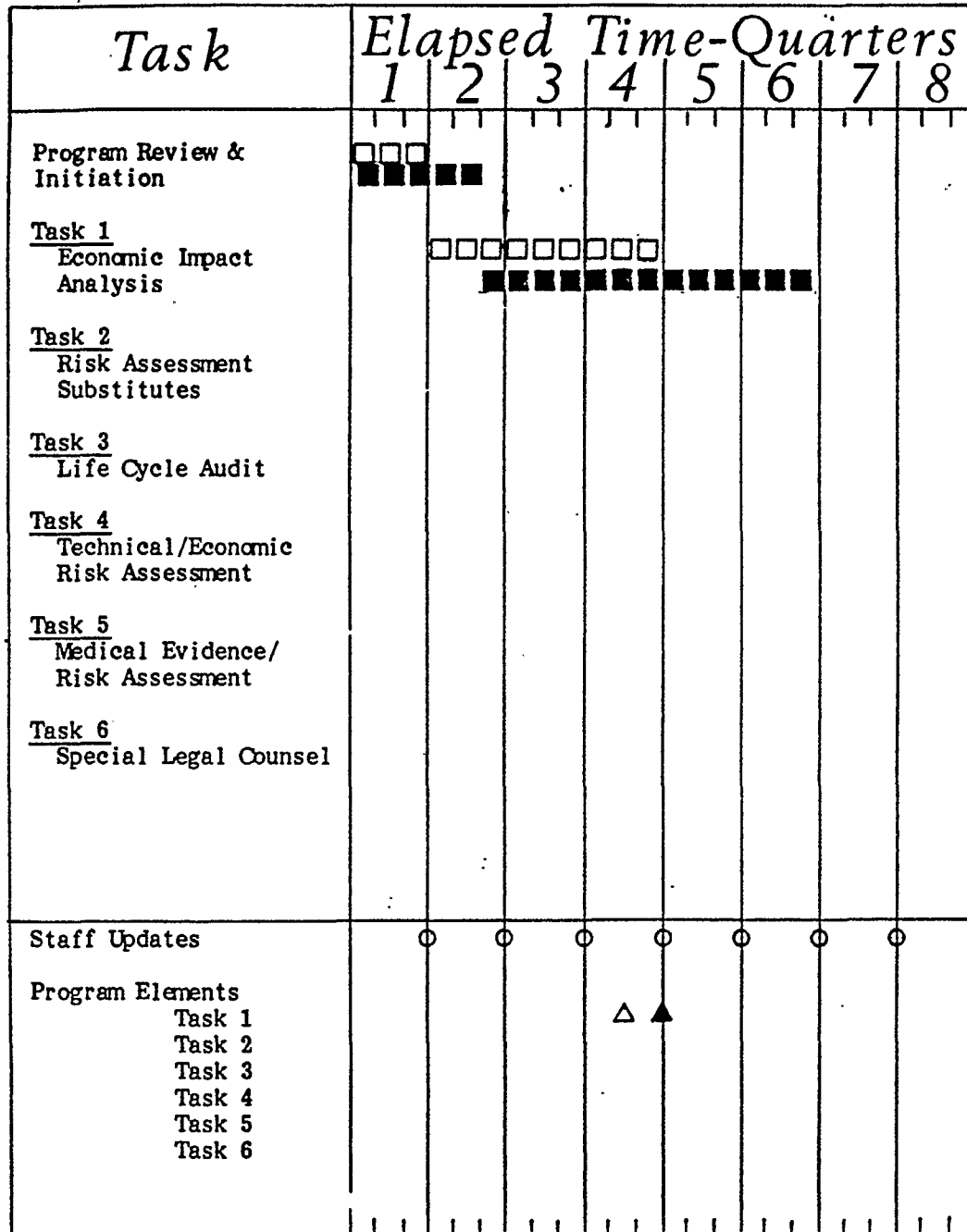
Status: To be reviewed quarterly by AACPP Executive Committee.

Schedule

□□□ Plan
 ■■■ Actual

Initiation
 4/80
 5/80

Completion
 12/80
 5/81



Legend: △ Draft ▲ Final

PAC- 01 - 80

Estimated Costs		Implementation Developmental						
Required Input								
1. Economic Impact Analysis		\$ 99,335						
2. Risk Assessment - Substitutes		\$ 90,000						
3. Life Cycle Audit*		\$ 70,000						
4. Technical/Economic Feasibility Studies*		\$ 40,000						
5. Medical Evidence/Risk Assessment		**						
6. Special Legal Counsel		**						
* Inter-dependent studies								
** To be determined								
Planned Output								
Cash Flow - Quarters								
1	2	3	4	5	6	7	8	
		\$51,304	\$39,481		\$ 250	\$8,300		\$ 99,335
							\$200,000	\$200,000
		\$51,304	\$39,481		\$ 250	\$8,300	\$200,000	\$ 99,335
								\$200,000

PUBLIC AFFAIRS PROGRAM	<i>Number</i>	PAC- 02 - 80
	<i>Issued</i>	9/12/80
	<i>Revised</i>	9/25/81
Title PUBLIC EDUCATION PROGRAM		
Background This program will continue efforts to educate utilities/municipalities, elected officials, public health officials and consumers about asbestos and health issues and cost-benefits of A/C water pipe. AACPP's 1981 education strategy was to retain public relations counsel (a) to develop and place new PR tools e.g. press kit, "tip-ons" and (b) to implement a broad-based public education program which would create a receptive market environment for A/C water pipe. This approach, with the exception of product advertising, was health-issue oriented and thus defensive in thrust. Field problem management continues to be based on a strategy of prevention (see MIS-12-80). Salesmen are educated on asbestos and health issues so they can educate utility operators, engineers, public officials, etc. Whenever feasible, AACPP educational packages (A/C Pipe and Drinking Water, Recommended Work Practices) are used. A standard protocol is followed to provide prompt response and assign accountability to either a designated member company, AACPP Staff or special counsel. The field problem protocol is effective although results vary depending on lead time, media exposure and individual expertise. Field problems, consumer awareness of potential asbestos hazards and sensational media coverage have not abated significantly. Government rulemaking actions have diminished and there is some hope of less media involvement by federal regulators. During this slack period, there is an opportunity to regain consumer confidence in A/C pipe, to protect the product's market share and extend its life cycle. Thus, there is a need to continue health issue oriented programs started in 1981 and to expand use of selected modules, e.g., "A/C Advisory" in a market-oriented proactive manner.		
Objective To expand the modular public education program, as revised, to safeguard core markets for A/C pipe and to effectively manage field problems in other parts of the country.		

Tactics & Tasks

1. Program Initiation

Approve modular PR concept.

2. Modular Selection

Resolve program module priorities and implementation methodology. Define accountabilities; commence developmental work on new tasks; continue maintenance work on ongoing tasks.

3. Module Priorities - PR Counsel Accountabilities

A. Health Issues Package

1. "A/C Pipe and Drinking Water" booklet: Update to include new epidemiology, animal feeding and other studies.
2. "A/C Pipe and Drinking Water" A/V program: Evaluate and update accordingly. Prepare short introduction and Q&A sheet to fortify presentation.
3. Tip-Ons (Legislative, Utility, Public Health): Use when appropriate.
4. Other: Define need for new materials (pamphlet, flyer, etc.) for target audiences.

B. Media Backgrounding

Keep press kit current on risk-benefits on A/C pipe. Utilize for field problem containment. Continue press release mailings to core market newspapers and selected major dailies. Continue trade releases to water works, municipal official, engineering and medical publications.

C. Seminars

Arrange industry presentations to AWWA Sections and other selected meetings.

D. A/C Advisory

Continue direct mailings to public health officials. Expand content to include technical matters; expand mailing list in accordance with member company input. Purchase advertising space for publication in AWWA Journal and core market magazines. Prepare 3-ring binder for distribution to selected recipients.

4. Module Priorities - Staff Accountabilities

A. Utility Initiative

Broaden corporate educational efforts in advance of field problems. Prepare camera ready mailer for use by water utilities with field problems.

B. Medical Paper

Prepare "state-of-the-art" medical paper supporting industry position on ingestion issue. Direct mail to public health officials. Use in field problem containment.

C. Crisis Management Team

Organize and train a crisis management team (Staff, counsel, media specialist, health scientist) to coordinate industry response to field problems.

D. Recommended Work Practices (RWP): Phase 3

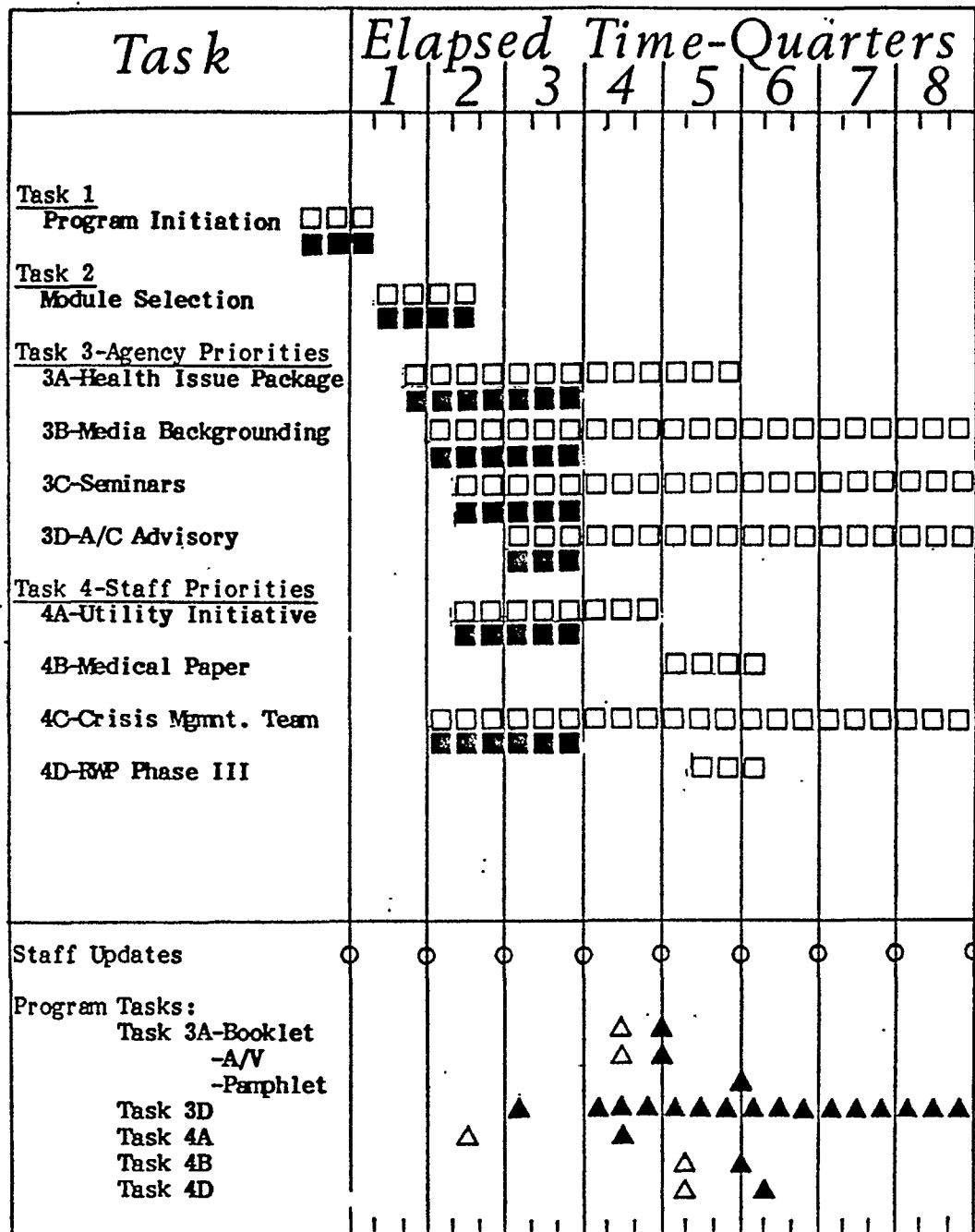
Revise booklet to reflect developments (e.g. TAC-02-80), new data and suggested revisions. Develop "contractors certification form."

Schedule

□ □ □ Plan
 ■ ■ ■ Actual

initiation
 11/80
 11/80

Completion
 12/82



Legend: △ Draft ▲ Final Report

PAC- 02 - 80

Estimated Costs		Implementation Developmental							
Required Input									
1. AACPP Staff Travel									
A. Agency Management			\$ 1,500						
B. AIA Communications Advisory Panel and International Affairs Committee			\$ 3,500						
2. Lewis & Gilman Fees and Travel Expenses		\$21,600							
Planned Output									
1. PR Counsel Accountabilities									
A. Health Issues Package		\$ 5,000	\$ 5,000						
B. Media Backgrounding			\$ 4,800						
C. Seminars			\$ 8,000						
D. A/C Advisory		\$13,000	\$23,000						
2. Staff Accountabilities									
A. Utility Initiative									
B. Medical Paper									
C. Crisis Management Team									
D. Work Practices - Phase III		\$ 5,000	\$10,000						
Cash Flow - Quarters									
1	2	3	4	5	6	7	8		
				\$11,150	\$11,150	\$11,150	\$11,150	\$44,600	
				\$11,450	\$21,450	\$11,450	\$11,450		\$55,800
\$15,682	\$53,312	\$38,811	\$54,580	\$22,600	\$32,600	\$22,600	\$22,600	FY 81 \$162,385	
								FY 82 \$100,400	

PUBLIC AFFAIRS PROGRAM	<i>Number</i>	PAC- 04- 81
	<i>Issued</i>	9/25/81
	<i>Revised</i>	
Title STATE MONITORING PROGRAM		
Background This program will coordinate the monitoring and industry response to state legislative, administrative or judicial actions which might impose, directly or indirectly, limitations on the use of A/C pipe. AACPP's strategy has been to use monitoring programs of the Asbestos Information Association/NA and Johns-Manville Corp. (Public Affairs Office) to identify legislation which might adversely affect the industry. When such situations arise, Staff investigates the proposed legislation action, makes an initial determination regarding its present or potential seriousness. In consultation with member companies and AACPP Counsel, the need for special counsel or other professional assistance is defined. Staff recommends, and after approval, executes an appropriate action plan. While the existing monitoring and response protocol have been effective in managing anti-A/C pipe legislation, it did not effectively monitor state administrative and regulatory actions. The transfer of enforcement of environmental, health and safety laws to state authorities, as a part of redirecting federal regulation, creates the potential for increased legislative or administrative action. Continued publicity about the health hazards of asbestos, "knee-jerk" political reaction to public health policy issues, and precedents at the municipal and state government levels (e.g. Chesapeake, Virginia and Connecticut), could accelerate state legislative or regulatory action. There is a need to put into place a monitoring and response network which will safeguard A/C pipe industry interests in core market areas. The network will be comprised of special counsel which with AACPP Staff and Counsel will develop and execute appropriate counter initiatives. Retention of special counsel in non-core market areas will be approved on an "as needed — pay as you go" basis.		
Objective To implement a legislative/regulatory monitoring network throughout the U.S. and immediate response capability in California, Texas and Arizona.		

Tactics & Tasks

1. Program Initiation

Identify and rank states of greatest marketing significance to the industry.

Status: Completed in March, 1981.

2. Identification of Special Counsel

After consultation with Association counsel and member companies, identify special counsel or other professional consultants with experience in asbestos and health, environmental issues or water utility construction/operation.

Status: Completed in May - June, 1981.

3. Retention of Special Counsel

After interviewing by Staff and counsel, retain special counsel on negotiated terms, subject to approval by Executive Committee.

Status: Approved by Executive Committee on September 1, 1981.

Program to commence October 1, 1981.

A. Briefing

Special counsel, consultants and advisors will be fully briefed regarding asbestos-related health issues and the industry's position on these issues. They also will be provided pertinent material regarding the Association and the industry that have been prepared by AACPP Staff and Lewis & Gilman.

Status: To be executed October 25-28, 1981.

B. Responsibilities - Special Counsel

It will be the responsibility of counsel, to keep advised on a current basis of legislative and regulatory activities in their respective states, to promptly advise AACPP Staff of any initiatives or potential problems relating to the industry, and to assist Staff in the development and execution of counterinitiatives. Counsel also will recommend special programs such as plant tours; briefings, etc. for state legislators or regulators in order to insulate the industry from adverse legislation or regulation.

C. Financial Arrangements

Hourly rates and/or other financial arrangements will be agreed to in advance following consultation between Association counsel and AACPP Staff. AACPP will be billed monthly for fees and disbursements, unless other special arrangements are agreed to by AACPP Staff. All bills for professional services will be forwarded to AACPP, with a copy to AACPP counsel. AACPP counsel will review and approve all statements before they are processed for payment.

4. Role of Special Counsel in Regulatory and Court Proceedings

As recommended by AACPP counsel and approved by Executive Committee.

5. Conduct of Agency Hearings and Litigation

As recommended by AACPP counsel and approved by Executive Committee.

Schedule

□□□ Plan
 ■■■ Actual

Initiation
 10/81
 10/81

Completion
 12/82

Task	Elapsed Time-Quarters							
	1	2	3	4	5	6	7	8
<u>Task 1</u> Program Initiation	□□□ ■■■							
<u>Task 2</u> Identification of Special Counsel	□□□□□ ■■■							
<u>Task 3</u> Retention and Briefing of Special Counsel				□□□□□□□□				
<u>Task 4</u> Definition of Role in Special Counsel in Regulatory and Court Proceedings								
<u>Task 5</u> Development of Format for Conducting Agency Hearing and Litigation								
Staff Updates		○	○	○	○	○	○	○

PAC-04 - 81

Estimated Costs		Implementation Developmental						
Required Input								
1. AACPP Staff Travel								
A. Interviewing of Candidate Counsel (1981)		\$2,150	\$ 3,600					
B. Counsel Management (1982)								
2. Special Counsel Briefing (1981)		\$3,000						
Planned Output								
1. Special Counsel Fees		<u>1981</u>	<u>1982</u>					
A. Arizona		\$1250	\$7500					
B. California		\$6000	\$24,000					
C. Texas		\$2500	\$10,000					
2. Legislative/Regulatory Monitoring Service (47 remaining states)								
		<u>1981</u>	<u>1982</u>					
		\$1750	\$5000					
Cash Flow - Quarters								
1	2	3	4	5	6	7	8	
		\$2,150	\$3,000					\$5,150
			\$11,500	\$13,425	\$11,625	\$11,625	\$13,425	\$61,600
		\$2,150	\$14,500	\$13,425	\$11,625	\$11,625	\$13,425	\$66,750

PUBLIC AFFAIRS PROGRAM	Number	PAC- 0-5
	Issued	DRAFT 9/25/81
	Revised	
Title TARGETED SEMINAR PROGRAM		
Background This program will provide a format to educate selected utilities/municipalities, elected officials and public health officials about the technical and economic benefits of A/C water pipe as well as the latest scientific evidence supporting the safety of the product. PAC and TAC program modules will be used proactively to reestablish consumer confidence in the safety-performance of A/C pipe vis a vis competitive materials. The impact of pending regulations, adverse publicity and the highly competitive business climate in the A/C water pipe market can be expected to continue. This environment creates the real potential for erosion of core markets. Since Technical Affairs Programs will come to fruition in 1982, and since health issue-oriented Public Affairs Programs also will continue, there is an opportunity to focus program output and coordinate Staff and member company marketing efforts. AACPP's current public affairs and technical affairs strategies do not provide a vehicle through which important A/C water pipe accounts or municipalities considering specification/purchase can be educated. Moreover, there is no formal program format for Staff educating member company personnel in asbestos and health issues and field problem containment. Thus, there is a need to develop and implement a targeted marketing program which would reinforce the confidence of existing customers in the safety and cost and technical benefits of A/C water pipe, as well as to sell the concept of A/C pipe to municipalities not already using it. To facilitate this effort, the use of internal (Staff - member company), regional and target cities seminars is recommended.		
Objective To resell A/C water pipe to key specifying/purchasing influences in core market areas.		

Tactics & Tasks

1. Program Initiation

- A. Identify and rank regions and municipalities of greatest marketing significance to the industry. Update on an annual basis.
- B. Define needs for member company - AACPP Staff internal seminars.

2. Format Selection

- A. Internal Seminars: Resolve format desired by member company(ies).
- B. Regional Seminars: Resolve best format for attendees, sales personnel and AACPP Staff.
- C. Target City Seminars: Resolve best format/approach for key decision makers, sales personnel and AACPP Staff.

3. Program Development

Resolve program content (technical, cost-benefit, health issues).

4. Scheduling

Resolve sites and target dates for seminars.

5. Implementation - Pilot Seminars

Resolve implementation methodology and AACPP Staff - Member Company accountabilities.

6. Program Evaluation

Evaluate impact and cost-effectiveness of seminars. Recommend program expansion or termination in 1983.

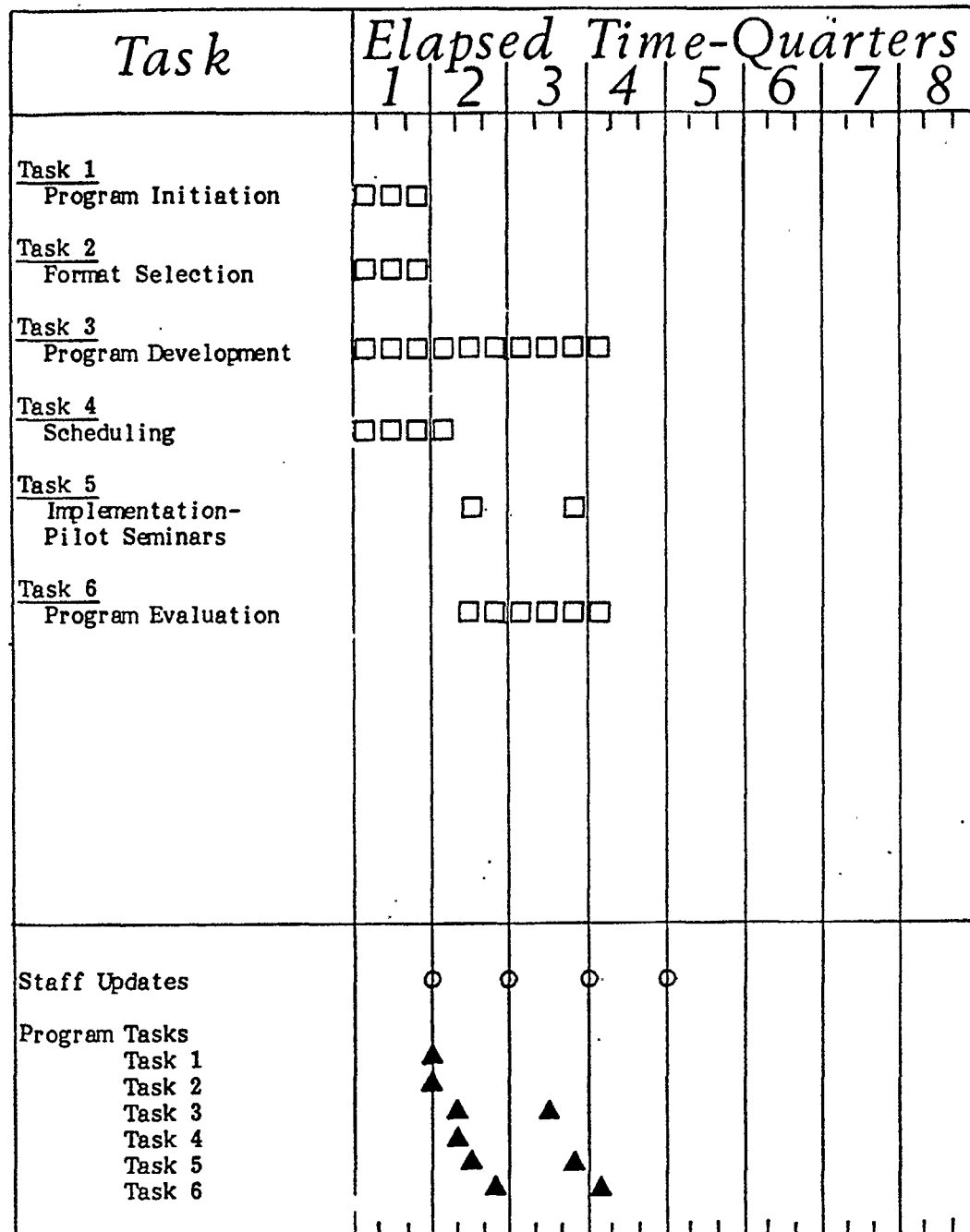
PAC- -

Schedule

□ □ □ Plan
 ■ ■ ■ Actual

Initiation
 1/82

Completion
 12/82



Legend: △ Draft ▲ Final Report

PAC- -

<i>Estimated Costs</i>		<i>Implementation Developmental</i>					
<i>Required Input</i>							
1. AACPP Staff Travel (2 seminars, one in California, one in Texas)							

PROGRAM STATUS			Committee		TAC	
			Issue Date		9/25/81	
Program		Schedule			Cost	
NUMBER	MODULE/TASK	1980	1981	1982	☐ P-Plan ☒ A-Actual	
TAC-01-80	ROC/Task 1-3		□□□□△ ■ ■ ■ ▲	Complete	P-\$ 3,500 A- 788	
TAC-02-80	ROC/Task 1-4		□□□□□□□△ ■ ■ ■ ■ ■ ■ ■ ■		P-\$33,000 A- 28,513	
TAC-03-80	MAP/Task 1		□□□△ ■ ■ ■ ■ ■ ■ ■ ■		P-\$23,000 A- 14,248	
	Task 2-4				□□□□□□□□△ P-\$47,000 A- 0	
TAC-04-80	TIPS/Task 1-4		□□ ■ ■ ■ ■ ■ ■ ■ ■	□□□□□□□□□□ P-\$36,000 A- 8,717		
Cash Flow		1	14000*	1500	18000	*Includes Prior FY 80 Programs
		2	25000*	14000	18000	
		3	13500*	29000	18000	
		4	2000*	27500	18000	
		\$	T	54500	72000	60000
YTD Expense		1	8140*	1768		*Includes Prior FY 80 Programs
		2	25636*	14621		
		3	5349*	27877		
		4	15013*			
		\$	T	54138	44266	

PROGRAM STATUS		Committee	TAC
		Issue Date	9/25/81
Program		STAFF UPDATE	
Number	Module		
TAC-01-80	ROC	Completed on 5/29/81. Program worksheet deleted from update of Strategic Operational Plan.	
TAC-02-80	ROC	In-house/on-site research (Task 2,3) complete. Results of EMS fiber analyses for both research phases received during September. Preliminary data analysis in progress. Abstract of test results being prepared for presentation at 10/13/81 TAC meeting. Mid-November target date for draft final report. Program revised in update of Strategic Operational Plan to reflect changes in program schedule and costs.	
TAC-03-80	MAP	Raw data from Municipal "Index" survey (Task 1) received from Opinion Research Corporation (ORC) in early September. Response rate 53%, i.e. 400 out of 756 municipalities. First cut at computer ranking of 145 municipalities willing to participate in Task 2, Municipal Survey, in progress at ORC. Results of initial ranking to be presented and reviewed at 10/13/81 TAC meeting. Mid-November target date for final ranking, approval of municipal survey protocol and start of "pilot" survey by technical consultant. Program schedule, cost and quarterly cash flow revised in update of Strategic Operational Plan to reflect planned acceleration in program turnaround time.	
TAC-04-80	TIPS	Program remains on "back burner" pending development of data bank to be generated by TAC-03-80, Municipal Analysis Program. Program revised in Strategic Operational Plan to reflect anticipated budgetary constraints in FY 82 plus need for reassessment of data priorities and availability at 10/13/81 TAC meeting. Note: The following new program draft proposals were included in the update of the Strategic Operational Plan for review at the 10/13/81 TAC meeting: 1) Rough Barrel Fitting 2) Leaching Characteristics of Asphalt Coated Pipes.	

TECHNICAL AFFAIRS PROGRAM	Number	TAC- 02 - 80
	Issued	9/12/80
	Revised	9/25/81
Title RECOMMENDED WORK PRACTICES-PHASE II: TRANSIENT ASBESTOS		
Background This program will investigate the source of transient asbestos fiber levels in water distribution systems. Random and highly variable asbestos fiber measurements have been reported by a few water utilities that use A/C pipe. These excursions cannot be attributed to usual causes of elevated fiber levels, i.e. aggressive water attack, source water contamination. For example, Thousand Oaks, California, whose water supply has an Aggressive Index over 12.0 has measured very high fiber levels in newly constructed system extensions, even after apparently thorough flushing. Examination of A/C pipe samples from the existing system reveal no evidence of deterioration. Moreover, at the time fiber levels were below detectable limits in the existing system and source water as well. The transient fiber levels observed could be attributed only to extraneous factors (e.g., dead end debris, pipeline construction, new pipe, etc.). The transient asbestos question will increase in scope and criticality as more utilities monitor for asbestos. Thus, a cooperative research program to investigate and determine the source of transient asbestos fiber levels should be undertaken.		
Objective Through in-house research and a municipal site study: 1) Identify and quantify the principal sources of transient asbestos. (a) Evaluate efficacy of flushing to reduce transient asbestos levels. 2) Recommend preliminary remedial work practices and a need for additional research.		

Tactics & Tasks

1. Program Initiation

Conduct preliminary site visits to limited number of municipalities, i.e. Thousand Oaks, California, San Antonio, Texas. Develop testing protocol for coordinated in-house/on-site research and circulate to Technical Affairs Committee for review and comment. Finalize testing protocol and commence work on Task 2, In-House Research and Task 3, On-Site Research.

2. In-House Research

Utilizing pilot loop determine (a) "transient" asbestos fiber levels attributable to new pipe, wet & dry tapping and current pipeline construction practices and (b) effectiveness of flushing in reducing "transient" asbestos fiber levels.

3. On-Site Research

At selected municipal site, evaluate effectiveness of flushing in reducing "transient" asbestos fiber levels associated with accumulated pipeline debris and sediment.

4. Data Evaluation and Report

Analyze in-house/on-site research data and consolidate findings in draft final report, including (a) preliminary recommendations for remedial work practices and (b) need for additional research. Circulate draft report to Technical Affairs Committee for review and comment. Finalize report and transmit to Public Affairs Committee.

5. Recommended Work Practices

Refer to PAC-02-80, Public Education Programs, Task 4D.

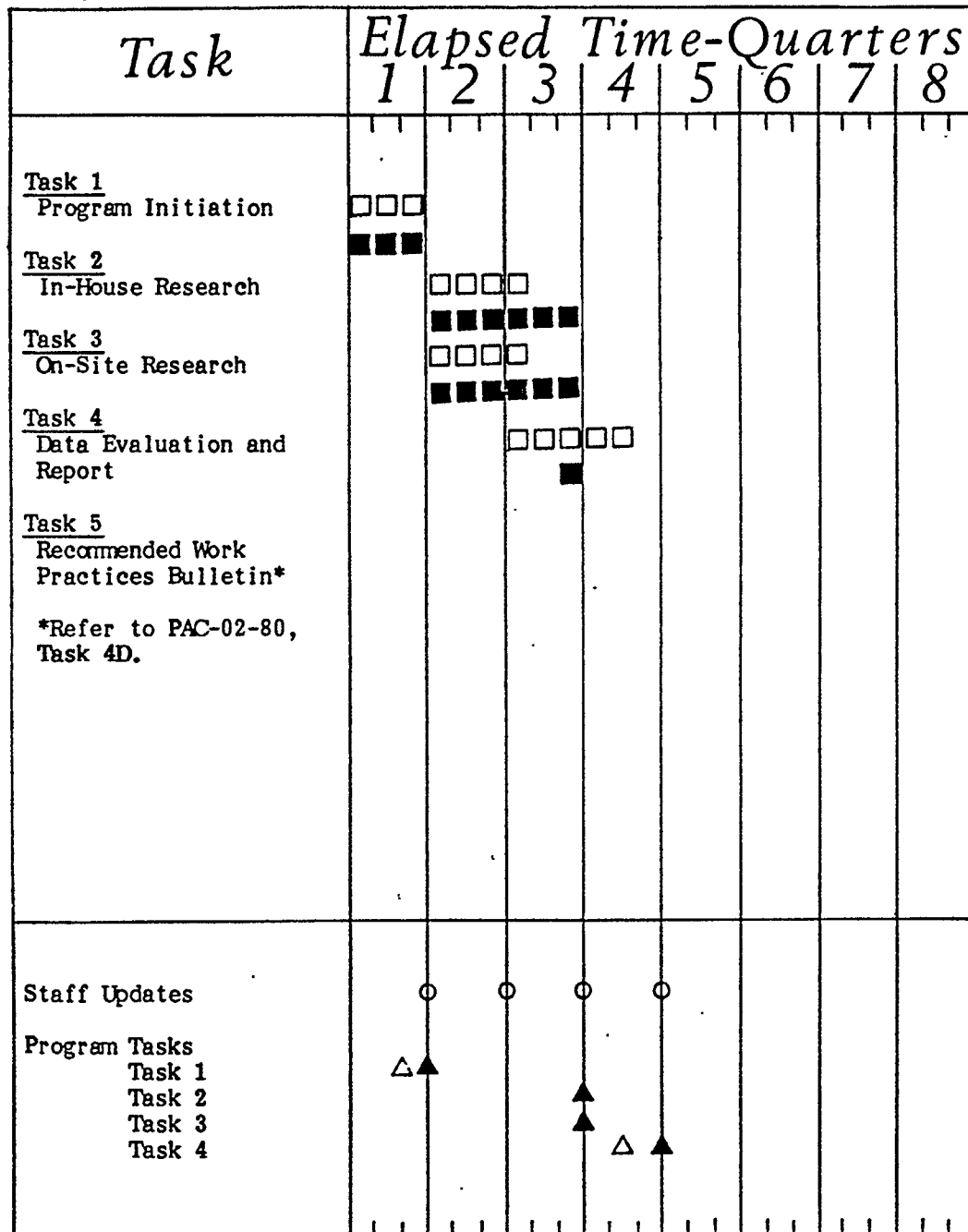
TAC-02 - 80

Schedule

□□□ Plan
■■■ Actual

Initiation
12/80
12/80

Completion
11/81



Legend: △ Draft ▲ Final Report

TAC -02 - 80

Estimated Costs		Implementation Developmental						
Required Input								
1. Municipal Site Survey/Research Protocol			\$1,000					
2. In-House Research	\$27,000		\$1,000					
3. On-Site Research			\$3,500					
*Includes Staff Travel & Per Diem								
Planned Output								
1. Final Report	\$ 200		\$ 300					
Cash Flow - Quarters								
1	2	3	4	5	6	7	8	
	\$27,000	\$ 200						\$27,200
\$ 500	\$ 500	\$ 2,000	\$2,800					\$5,800
\$ 500	\$ 500	\$29,000	\$3,000					\$33,000

TECHNICAL AFFAIRS PROGRAM	<i>Number</i>	TAC- 03 - 80
	<i>Issued</i>	9/12/80
	<i>Revised</i>	9/25/81
Title MUNICIPAL ANALYSIS PROGRAM		
Background This program will initiate a concerted two (2) year effort to compile via municipal surveys detailed, contemporary information on A/C pipe performance. AACPP has long recognized the need for comparative product analyses. Periodically, limited efforts in this area have been undertaken with marginal results. Development of a comprehensive and current data bank on A/C pipe performance has been an acknowledged, yet elusive, impediment to effective market development programs and related public affairs initiatives. The Municipal Analysis Program (MAP) is designed to eliminate this impediment and accomplish two major objectives: 1) Update the A/C pipe success story 2) Dispell the myth of ductile iron pipe superiority. Following a determination of short and long term data needs, initial focus will be on developing a ranked list of candidate municipalities based on EPA's computerized inventory of U.S. public water supplies serving in excess of 50,000 persons. The "municipal index" list generated will be used as the basis for selecting the twenty (20) municipalities for on site survey during FY 81-82.		
Objective To conduct a concerted two (2) year survey of twenty (20) selected municipalities which will: 1) Generate a contemporary data bank on A/C pipe performance. 2) Document relevant ductile iron pipe vulnerabilities and failures. 3) Identify research needs and assess merits of expanding data bank to encompass additional municipalities.		

Tactics & Tasks

1. Program Initiation

Analyze past surveys, i.e. Opinion Research Corporation, plus program priorities and determine short and long term data needs. Set up screening criteria/process and identify * municipalities for follow on municipal "index" survey. Develop "weighted" questionnaire and conduct telephone survey. Rank municipalities and review with Technical Affairs Committee to finalize municipal survey candidates (20), sequence and timetable.

2. Municipal Survey

Working through member companies and other data collection services, identify key contacts and prepare preliminary data file on each candidate municipality. Conduct individual "on-site" surveys over twelve (12) month interval to establish contemporary data bank on twenty (20) candidate municipalities selected under Task 1, Program Initiation.

3. Comparative Product Analysis

Carry out comparative product analyses on municipal "index" and individual "on-site" survey data with emphasis on priority data needs determined under Task 1, Program Initiation (e.g. service life, O & M costs, corrosion, etc.).

4. Summary Report

Summarize survey results, analysis and conclusions in concise draft reports suitable as input to PAC-02-80 and/or TAC-04-80. Circulate to Technical Affairs Committee for review and comment. Finalize reports and distribute as required.

* EPA computerized inventory of U.S. public water supplies serving in excess of 50,000 persons.

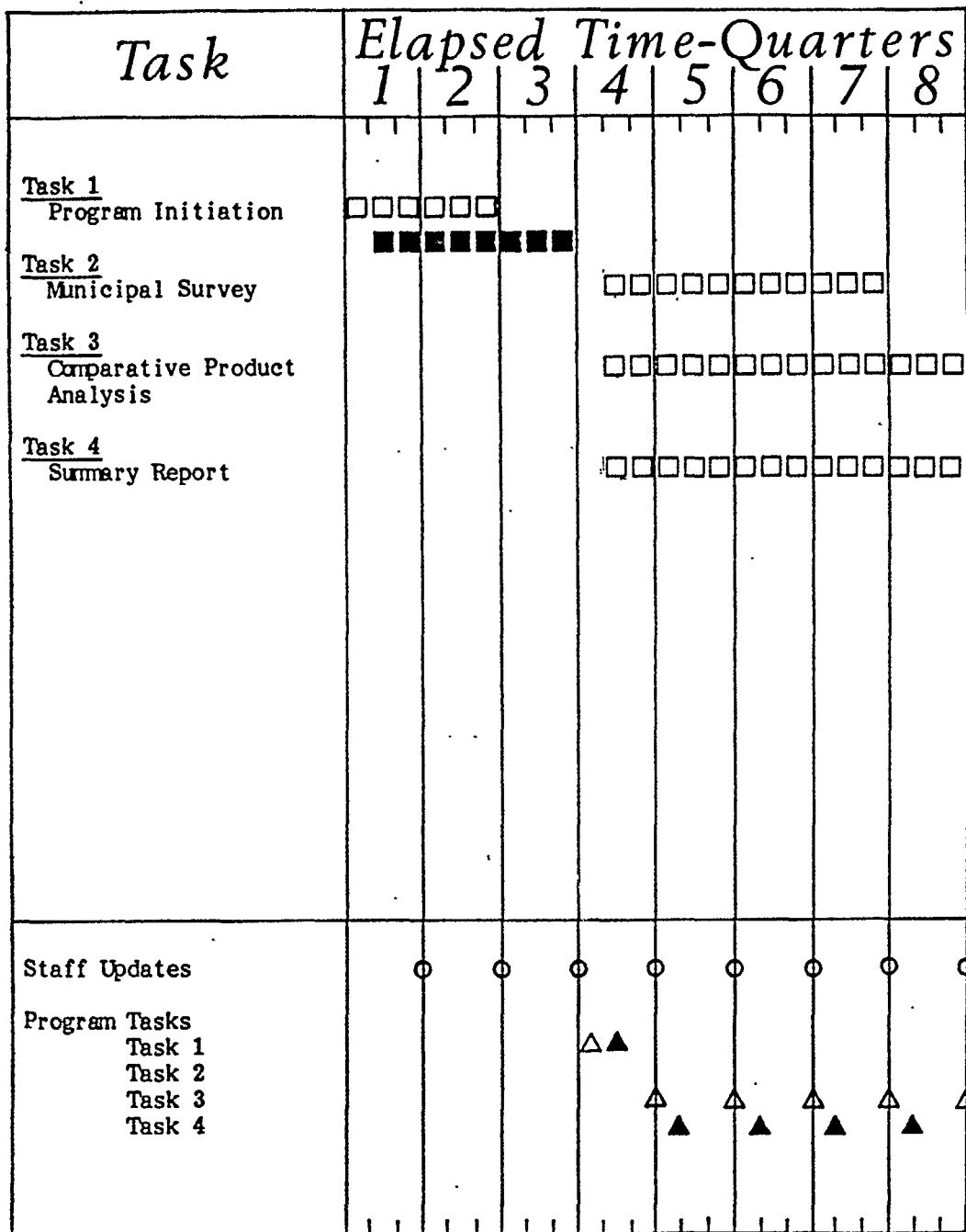
TAC-03 - 80

Schedule

□□□ Plan
 ■■■ Actual

Initiation
 1/81
 2/81

Completion
 12/82



Legend: △ Draft ▲ Final Report

TAC - 03 - 80

<i>Estimated Costs</i>		<i>Implementation Developmental</i>						
<i>Required Input</i>								
1. Municipal Index Survey .		1,000 \$22,000						
2. Municipal On-Site Surveys (20) @ \$2,000/municipality		\$40,000						
<i>Planned Output</i>								
1. Summary Reports		\$5,000 \$ 2,000						
<i>Cash Flow - Quarters</i>								
1	2	3	4	5	6	7	8	
\$ 500	\$ 2,000		\$ 500	\$ 1,000	\$ 1,000	\$ 1,000		\$6,000
	\$11,000		\$21,500	\$10,500	\$10,500	\$10,500		\$64,000
\$ 500	\$13,000		\$22,000	\$11,500	\$11,500	\$11,500		\$70,000

TECHNICAL AFFAIRS PROGRAM	<i>Number</i>	TAC- 04 - 80
	<i>Issued</i>	9/12/80
	<i>Revised</i>	9/25/81
Title TECHNICAL INFORMATION PROGRAMS & SERVICES		
Background This program will initiate an internal project management system for efficiently translating research and municipal analysis data into a continuum of marketing-oriented technical information bulletins and services. Previously, AACPP technical communications and related market development programs have been implemented on a hit or miss basis. These sporadic efforts provided little impetus or latitude for follow-on programs. The net result was minimal program output, delays and cost overruns. Technical Information Programs & Services (TIPS) is structured as an umbrella type program to improve program coordination and continuity. Aggregation of all technical communication activities under a single program not only provides flexibility in matching data availability to program needs but will maximize output within existing manpower and dollar constraints. Program modules will include technical bulletins and presentations, audio-visual programs, trade show participation, technical seminars and support for Public Affairs initiatives (e.g. A/C Advisory). Projects will be reviewed systematically and revised as needed either to reflect changing priorities or to capitalize on data generated by TAC-03-80, Municipal Analysis Program.		
Objective Through a standard but flexible project management system: 1) Accelerate and increase marketing-oriented technical information bulletins and services 2) Provide program coordination and continuity which will build technical equity.		

Tactics & Tasks

1. Program Initiation

At program start up, and systematically thereafter, conduct technical/marketing "needs" survey among member companies to determine priorities. Match priorities with data availability and prepare work plans for specific projects. Circulate to Technical Affairs Committee for review and comment. Finalize project priorities, timetables and costs. Develop standard technical bulletin format and document retention system.

2. Module I - Publications

Based on data in hand or forthcoming from TAC-03-80, Municipal Analysis Program, prepare draft technical/marketing bulletins and circulate to Technical Affairs Committee for review and comment. Finalize bulletins, reproduce and distribute to membership, trade press and Public Affairs Committee for integration into PAC-02-80, Public Education Program.

3. Module II - Audio Visual Programs

Based on data in hand or forthcoming from Task 2, Module I - Publications, prepare draft scripts for audio-visual presentations and circulate to Technical Affairs Committee, revise as recommended, reproduce and distribute to membership.

4. Module III - Trade Shows/Technical Seminars

Trade show/technical seminar participation to be determined annually on basis of resource constraints, need and opportunity, plus anticipated output from Module I - Publications and Module II - Audio Visual Programs.

* * * * *

FY 82 PROJECT PRIORITIES

MODULE I

To be determined

MODULE II

To be determined

MODULE III

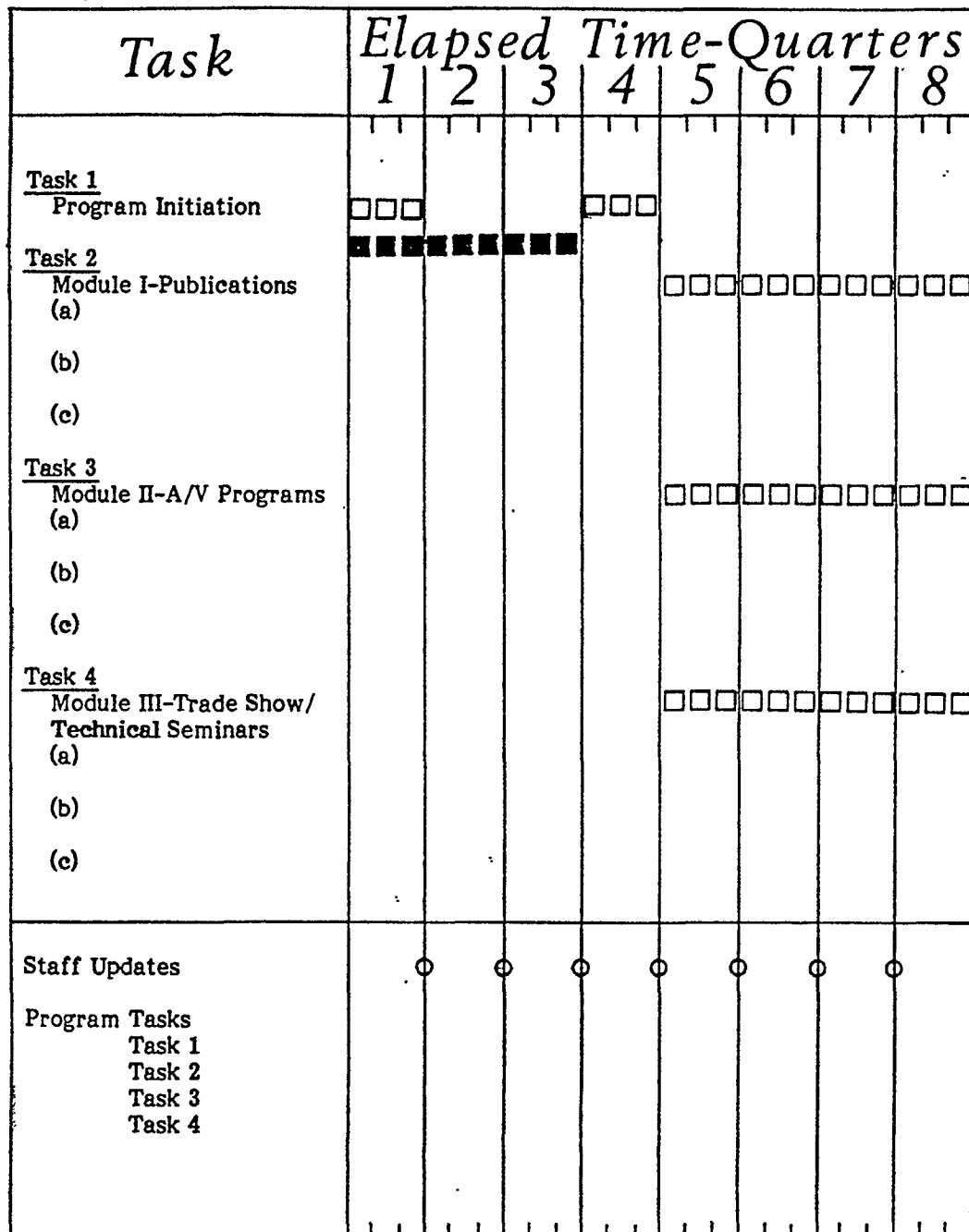
To be determined

Schedule

□□□ Plan
 ■■■ Actual

Initiation
 1/81
 10/81

Completion
 As Shown



Legend: △ Draft ▲ Final Report

TAC - 04 - 80

Estimated Costs		Implementation Developmental						
Required Input								
1. Draft - A/C Pipe Manual		*						
*\$8,000 Expensed in FY 80								
Planned Output								
1. A/C Tips Document Retention System		\$ 500	\$2,000					
2. Module I - Publications		**	**					
3. Module II - Audio Visual Programs		**	**					
4. Module III - Trade Shows/Technical Seminars		**	**					
* * Allocation of FY 82 Program Budget (\$25,500) to be determined.								
Cash Flow - Quarters								
1	2	3	4	5	6	7	8	
			\$ 500	**	**	**	**	**
			\$2,000	**	**	**	**	**
			\$2,500	**	**	**	**	\$28,000

TECHNICAL AFFAIRS PROGRAM	Number	TAC- -
	Issued	DRAFT* 9/25/81
	Revised	
Title ROUGH BARREL FITTING		
Background This program will initiate a three (3) phase extramural research effort to develop a fitting which will seal directly on the rough barrel of large diameter A/C pipe. A major concern of state and federal regulatory agencies is the potential for airborne asbestos fiber release during the installation of A/C pipe. Currently, A/C pipe is classified as a "nonlabeled" asbestos containing product. This classification is based on the premise that (1) the fibers are "locked in" and (2) the use of recommended work practices will not result in fiber exposures in excess of current standards. To a great extent, use of nonrecommended work practices (i.e., abrasive disk cutters) has been curtailed in the smaller diameter range (4" to 12") due to the use of special short lengths, etc. However, field closure of large diameter pipe persists as a problem with the inherent potential for abuse of recommended work practices. To facilitate the closure problem and eliminate the need to cut and machine large diameter pipe (18" to 36") in the field, a need exists for a fitting which could connect directly to unmachined A/C pipe. Cutting could be accomplished by using a "snap" cutter; rough barrel connection to the fitting would eliminate field machining and beveling. If a satisfactory rough barrel fitting can be developed at or close to the cost of steel fittings presently used, a significant cost reduction could be realized both by the contractor in installation costs and the pipe producer in eliminating short length furnish. Thus, a cooperative extramural research program to evaluate the technical and economic feasibility of a rough barrel fitting for large diameter A/C pipe should be undertaken. *Proposal submitted by H. Olson, 7/17/81		
Objective Through a phased extramural research program: 1) Develop design concepts for a large diameter (18" to 36") rough barrel fitting. 2) Fabricate and test prototypes of rough barrel fitting. 3) Evaluate economic feasibility of licensing steel fitting manufacturers.		

Tactics & Tasks

1. Program Initiation

Consult with AACPP counsel to determine constraints (e.g., anti-trust, confidentiality) on program implementation. Identify candidate contractors. Prepare and distribute request for proposal (RFP). Review proposals and select contractor. Implement legal safeguards and let contract. Monitor progress monthly.

2. Phase I: Design

Finalize performance parameters and develop design concepts in the form of drawings and specifications. Summarize design concepts along with preliminary cost estimates in draft report. Circulate draft report to Technical Affairs Committee for review and comment. Finalize report and letter ballot Executive Committee for approval to proceed with Task 3, Phase II: Testing.

3. Phase II: Testing

Fabricate prototype fittings to design concepts and specifications recommended in Task 2, Phase I: Design. Test prototype fittings under all practical variations of pipe surface and applicable field conditions. Summarize test results, recommendations and refined cost estimates in draft report. Circulate draft report to Technical Affairs Committee for review and comment. Finalize report and letter ballot Executive Committee for approval to proceed with Task 4, Phase III: Licensing.

4. Phase III: Licensing

Apply for patent and evaluate economic feasibility of licensing steel fitting manufacturers.

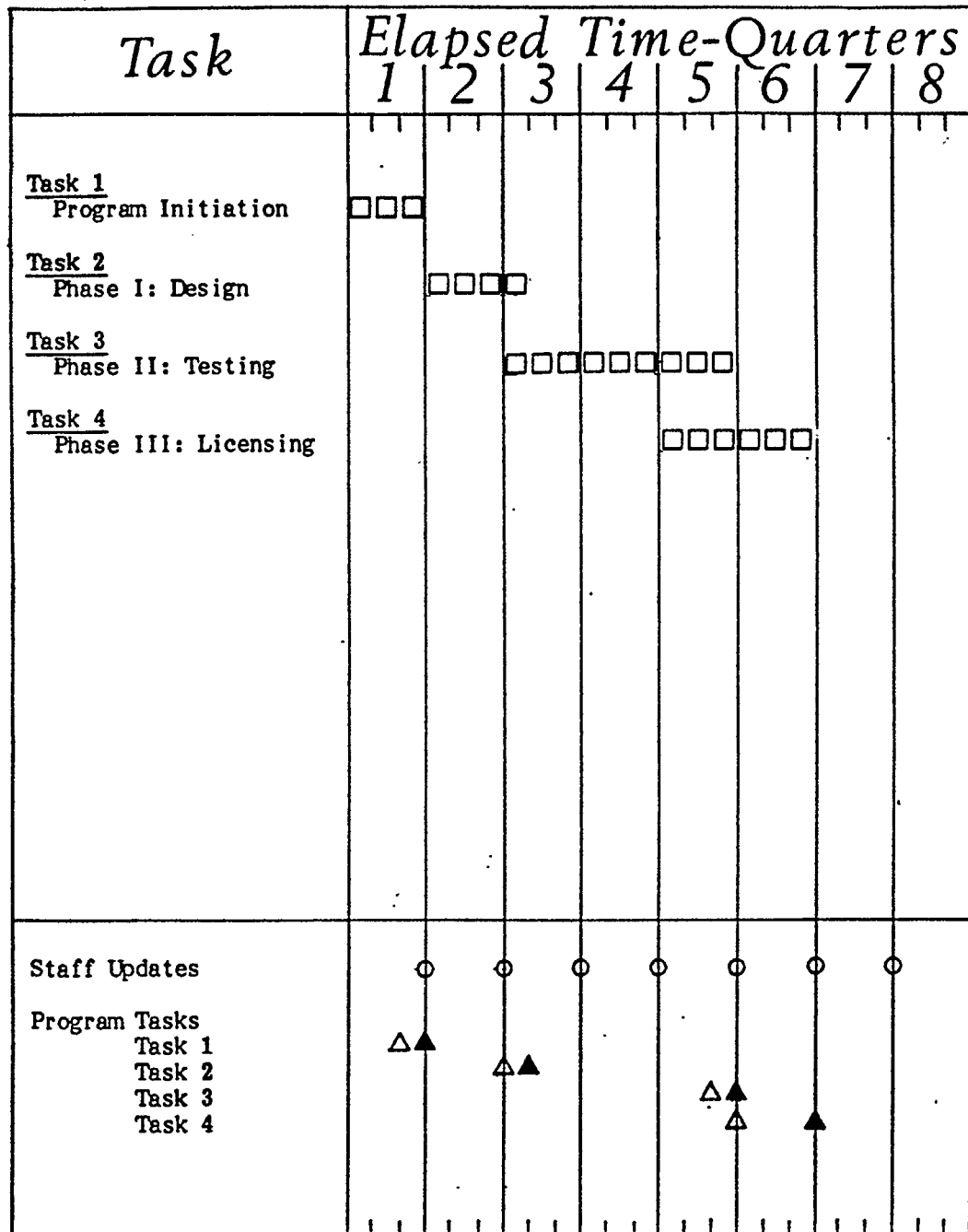
TAC- -

Schedule

□□□ Plan
 ■■■ Actual

Initiation

Completion



Legend: △ Draft ▲ Final Report

TAC- -

Estimated Costs		Implementation Developmental							
Required Input									
1. Program Initiation: Request for Proposal									
*Includes Staff Travel									
Planned Output									
1. Phase I: Design									
2. Phase II: Testing									
3. Phase III: Licensing									
Cash Flow - Quarters									
1	2	3	4	5	6	7	8		
	\$6,000	\$32,000	\$30,000	\$12,000				\$80,000	
\$1,500				\$ 4,000	\$4,500				\$10,000
\$1,500	\$6,000	\$32,000	\$30,000	\$16,000	\$4,500				\$90,000

TECHNICAL AFFAIRS PROGRAM	Number	TAC- -
	Issued	DRAFT* 9/25/81
	Revised	

Title

LEACHING CHARACTERISTICS OF ASPHALT COATED PIPES

Background

This program will initiate an independent study to evaluate the leaching characteristics of asphalt coated pipes exposed to potable water.

Vinyl-lined A/C pipe recently came under attack in New England. This attack centered around reported high levels of tetrachloroethylene (PERC) which was reported to be leached out of the vinyl-lining into potable water conveyed through the pipe. Based on adverse consumer reactions the industry decided to withdraw vinyl-lined A/C pipe from the market. This decision, in turn, has created a problem of deciding what type of coating should be used in soft water areas.

Asphalt coated products have a high acceptance level in the marketplace and are currently being considered as a soft water coating for asbestos-cement pipe products. However, some questions exist regarding the leachable components of asphalt coating materials and their related health effects. To best answer these questions an independent study should be designed and conducted by the National Sanitation Foundation (NSF) to define what leachable materials are present in coating asphalts and how do these leachable levels compare with established drinking water standards.

Completion of this program would provide the necessary information required to make a proper decision on the future use of asphalt coatings in potable water systems.

*Proposal submitted by J. Cran, 9/11/81.

Objective

Through an independent study by the National Sanitation Foundation:

- 1) Determine what components of asphalt coatings materials used to line pipe leach into water exposed to the pipe.
- 2) Determine from available toxicological data and leaching data what risks (or lack of risks) to human health may be caused by use of asphalt lined pipe for potable water conveyance.

Tactics & Tasks

1. Program Initiation

Consult with AACPP counsel to determine constraints (e.g., anti-trust, confidentiality) on program implementation. Request NSF to update/revise 5/18/81 research protocol/cost proposal submitted to Johns-Manville and circulate to Technical Affairs Committee for review and comment. Implement legal safeguards and let contract. Monitor progress monthly.

2. NSF Study

Secure pipe samples and conduct leaching experiments. Analyze exposure waters and summarize test results along with toxicological assessments in draft report. Circulate draft report to Technical Affairs Committee for review and comment. Finalize report and distribute to Board of Directors and Public Affairs Committee.

TAC- -

Schedule

□□□ Plan
 ■■■ Actual

Initiation

Completion

Task	Elapsed Time-Quarters							
	1	2	3	4	5	6	7	8
Task 1 Program Initiation	□□							
Task 2 NSF Study	□	□	□	□	□			
Staff Updates		○	○	○	○			
Program Tasks								
Task 1	△							
Task 2			△	▲				

Legend: △ Draft ▲ Final Report

CAPCO JEN 0011849

MANAGEMENT INFORMATION SYSTEM	Number	MIS- 00 - 80
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AACPP BUDGET

MIS-20-80*

AACPP QUARTERLY FINANCIAL STATEMENT

MIS-21-80*

*Designated Recipient

MANAGEMENT INFORMATION SYSTEM	Number	MIS- 01- 80
	Issued	9/72
	Revised	5/78
<i>Title</i> BYLAWS ASSOCIATION OF ASBESTOS CEMENT PIPE PRODUCERS (a Pennsylvania non-profit corporation)		
ARTICLE I <u>Name and Registered Office</u> Section 1: <u>Name</u> The name of the Association shall be the ASSOCIATION OF ASBESTOS-CEMENT PIPE PRODUCERS (AACPP). Section 2: <u>Registered Office</u> The principal office and place of business of the Association shall be located at 1719 Packard Building, Philadelphia, Pennsylvania, 19102, subject to transfer upon notice to the Secretary of the Commonwealth as may be permitted by law and as designated by the Board of Directors. ARTICLE II <u>Purposes and Objectives</u> The purposes and objectives of the Association are: A. To promote, on an industry-wide basis, the acceptance and use of asbestos-cement pipe. B. To do any and all lawful acts for which corporations may be incorporated under the Pennsylvania Nonprofit Corporation Law, to the extent that such acts are permitted to corporations which qualify under the provisions of Section 501(C)(6) of the Internal Revenue Code, as amended.		

ARTICLE III**Members****Section 1: Qualifications**

Firms, corporations, partnerships and other types of business enterprises which are actively engaged in the production of asbestos-cement pipe in North America are eligible for membership in the Association as "Regular Members."

Other firms, corporations, partnerships or other types of business enterprises which are actively engaged in the production of asbestos-cement pipe are eligible for membership in the Association as "Associate Members."

Section 2: Application for Membership

Those firms, corporations, partnerships or other types of business enterprises which may from time to time seek membership in the Association shall apply therefor to the Association in writing, which application shall state the name, location and nature of the business of the applicant and shall contain an agreement that if admitted to regular membership or associate membership, the applicant will observe all provisions of the Association's Articles of Incorporation and its Bylaws and will pay all applicable initiation fees, dues and assessments. After receipt of an application by the Association, the President shall refer the application to the Board of Directors for consideration.

Section 3: Voluntary Termination of Membership

A Regular Member or Associate Member may resign at any time by giving written notice of its resignation to the Association's President accompanied by (a) full payment of all unpaid dues and assessments for the entire fiscal year in which such resignation is effective, and (b) in the case of a Regular Member, such Regular Member's pro rata share of all other obligations incurred by the Association prior to its receipt of such Regular Member's resignation. Any such resignation shall take effect at such time after receipt thereof by the President as may be specified therein, but if no such time is specified in the resignation, it shall take effect immediately upon receipt thereof by the President.

Section 4: Involuntary Termination of Membership

The membership of any Regular Member or Associate Member of the Association may be terminated by a 2/3 vote of all of the Directors therefor after a hearing with due notice and upon proof being submitted to the Board that such member has failed to observe any provision of the Association's Articles of Incorporation or Bylaws or any rule or regulation made thereunder.

Section 5: Membership Financial Obligations

Each Regular Member by joining the Association assumes and agrees to pay its share, as provided in Article VI of these Bylaws, of the expenses of the Association for the full fiscal year provided such expenses are included in any budget adopted

for that year by the Board of Directors at any duly called meeting thereof. The resignation or expulsion of any Regular Member shall not in any way affect such Regular Member's indebtedness to the Association for the full fiscal year as hereinbefore provided, nor shall it in any way affect such Regular Member's indebtedness to the Association for its share of any expenses, as provided in Article VI of the Bylaws, whether included in said budget or not, incurred by the Association prior to the date such resignation is received or the effective date of such expulsion. The financial obligation of an Associate Member shall be limited to the annual dues provided in Article VI of these Bylaws.

Section 6: **Transfer of Membership**

Regular Membership and Associate Membership in this Association is not transferable or assignable.

ARTICLE IV

Management

Section 1: **Board of Directors**

The business and affairs of the Association shall be managed by a Board of Directors consisting of one Director appointed by each Regular Member. The number of Directors so fixed shall be increased by one for each new Regular Member hereafter elected to membership in the Association and shall be decreased by one for each Regular Member who shall hereafter withdraw, by resignation, or otherwise, from membership in the Association, except that at no time shall the number of Directors be less than three. A Chairman and Vice Chairman of the Board shall be elected by the Board at the Fall Meeting for a term of two (2) years commencing immediately.

Section 2: **Appointment of Directors**

Each Regular Member of the Association shall appoint one person to represent it on the Board of Directors as its Director and shall notify in writing the President of the Association of the identity and business mailing address of the person who will serve on the Board as its Director. Each Regular Member shall appoint its Director immediately upon its obtaining membership in the Association. The person appointed by each Regular Member to serve as its Director shall serve solely at the discretion of the Regular Member appointing him and for whatever time such Regular Member shall determine; provided, however, that such Director must, at all times, meet the eligibility requirements of Section 3 immediately below.

Section 3: **Eligibility of Directors**

No persons shall be eligible to be a Director of the Association unless he shall be an executive actively connected with the business of a Regular Member. If any Director shall cease to be an executive actively connected with the business of the Regular Member appointing him, he shall cease to be a Director of this Association;

provided, however, that any such Director shall not be deemed to have terminated his active connection with the business of a Regular Member of the Association when he is on leave of absence from such member and such Regular Member requests that he continue as its Director of the Association.

Section 4: **Substitute Directors**

Any Director, by a writing signed by him and delivered to the president of the Association at any time prior to a meeting of the Board of Directors, may designate another person from the Regular Member which appointed such Director as that Director's substitute to appear from him and act in his stead at such meeting and such subsequent meetings as may be set out in such writing; provided, however, that such substitute with the same force and effect as if such Director were present and voting in person at the meeting. Any such substitute shall be treated as a Director at the meeting or meetings for which he is so appointed.

Section 5: **Regular Meetings**

At least two regular meetings of the Board of Directors shall be held each year on the dates and at the times and places determined by the Board. Meetings shall be held in the Spring and Fall with the Spring meeting designated the Annual Meeting. Such meetings shall also be considered meetings of the members of the Association where meetings of Members may be required by law or otherwise. The Chairman of the Board of Directors or, in his absence, the Vice Chairman, shall preside at meetings of the Board.

Section 6: **Special Meetings**

Special meetings of the Board of Directors may be called by the Chairman or upon the written request of three (3) Directors.

Section 7: **Notice of Meetings**

Written notice of the dates, places and times of regular meetings of the Board of Directors shall be given to all Regular Members by the President of the Association at least 10 days before such meeting. Written notice of the dates, places and times of special meetings shall be given by the President at least five days before the meeting, which notice shall specify the purpose for which such special meeting is held.

Section 8: **Waiver of Notice**

Whenever any written notice is required by law or the Articles of Incorporation or these Bylaws to be given to a Director, a waiver thereof in writing, signed, by him either before or after the time stated herein, and whether before or after the meeting, shall be deemed equivalent to the giving of due notice. Attendance of any Director at any meeting shall constitute a waiver of notice of such meeting except where such Director attends the meeting for the express purpose of objecting to the

transaction of any business because the meeting was not lawfully called or convened.

Section 9: **Quorum**

At all meetings of the Board of Directors a majority of the Directors in office shall be necessary to constitute a quorum for the transaction of business, and the acts of a majority of the Directors present, but not less than three, at a meeting at which a quorum is present shall be the acts of the Board of Directors, except as may otherwise be specifically provided by statute, or by the Articles of Incorporation, or by these Bylaws.

Section 10: **Adjournment**

Adjournment or adjournments of any regular or special meetings may be taken, and it shall not be necessary to give any notice of the adjourned meeting or of the business to be transacted thereat other than by announcement at the meeting at which such adjournment is taken. At any adjourned meeting at which a quorum shall be present any business may be transacted which might have been transacted at the meeting originally called.

Section 11: **Voting**

Each Director of the Association shall be entitled at each meeting of the Board of Directors to one vote on each matter submitted to a vote of the Directors. Unless otherwise provided by these Bylaws, a motion, resolution or other proposals in order to be passed, must receive the affirmative vote of a majority of the Directors present at the meeting.

Section 12: **Executive Committee**

The Chairman and Vice Chairman of the Board of Directors, and the officers of the Association shall constitute the Executive Committee of the Association. The Executive Committee, during the intervals between meetings of the Board, shall possess and exercise only such powers of the Board in the management and direction of the affairs of the Association as are specifically delegated to it by the Board. The Chairman, or in his absence the Vice Chairman of the Board of Directors shall be Chairman of the Executive Committee.

Section 13: **Other Committees**

The Board of Directors may from time to time appoint, or authorize the appointment of, standing, special or advisory committees from among its own number or otherwise, any may define the powers and duties of such committees.

ARTICLE V**Officers and Duties****Section 1: Officers**

The officers of the Association shall be a President, a Secretary, a Treasurer and such other officers as may be elected or appointed by the Board of Directors.

Section 2: President and Secretary

The President and Secretary of the Association and of its Board of Directors shall be elected at the Fall Meeting by the Board of Directors and shall hold office for two (2) years commencing immediately, or until their successors are fully elected and qualified. Except as otherwise may be provided herein, the President and Secretary shall perform the duties that are normally associated with the respective offices and shall also perform such other duties as the Board of Directors may from time to time delegate to them.

Section 3: Treasurer

The Treasurer of the Association and of its Board of Directors shall be elected or appointed by the Board of Directors at the Fall Meeting and shall hold office for two (2) years or such other period of time, commencing immediately, and upon such terms and conditions as may be determined by the Board. Except as otherwise may be provided herein, the Treasurer shall perform the duties that are normally associated with the office and shall also perform such other duties as the Board of Directors may from time to time delegate to him.

Section 4: Vacancy - Offices

Any vacancy in the offices of Association may be filled for the unexpired portion of the term by the Board of Directors at any regular or special meeting of such Board.

ARTICLE VI**Budget and Dues****Section 1: Dues**

Each year the Board of Directors shall establish a budget for the Association for the succeeding year and a rate of dues payment deemed adequate by the Board, based on dollar volume of business or such other equitable basis as may from time to time be adopted by the Board by the affirmative vote of not less than a majority of the whole Board. Such dues shall be payable according to a formula which may be established from time to time by the Board of Directors.

Section 2: Special Assessments

The Board of Directors, by an affirmative vote of three-fourths (3/4) of the whole Board therefore, may levy special assessments on the members.

Section 3: Fiscal Year

The fiscal year of the Association shall be the calendar year and shall begin on the first day of January and end on the last day of December of each year.

Section 4: Checks

All checks, drafts or other orders for the payment of money, notes or other evidences of indebtedness issued in the name of the Association, shall be signed by the Treasurer or by such officer of officers, agent or agents of the Association and in such manner as shall from time to time be determined by the Board of Directors.

ARTICLE VII**Legal Counsel**

The Association shall retain legal counsel who shall be kept fully advised of and consulted with respect to all Association and committee activities and who shall be in attendance at all meetings of the Association, its Board of Directors and its Executive Committee.

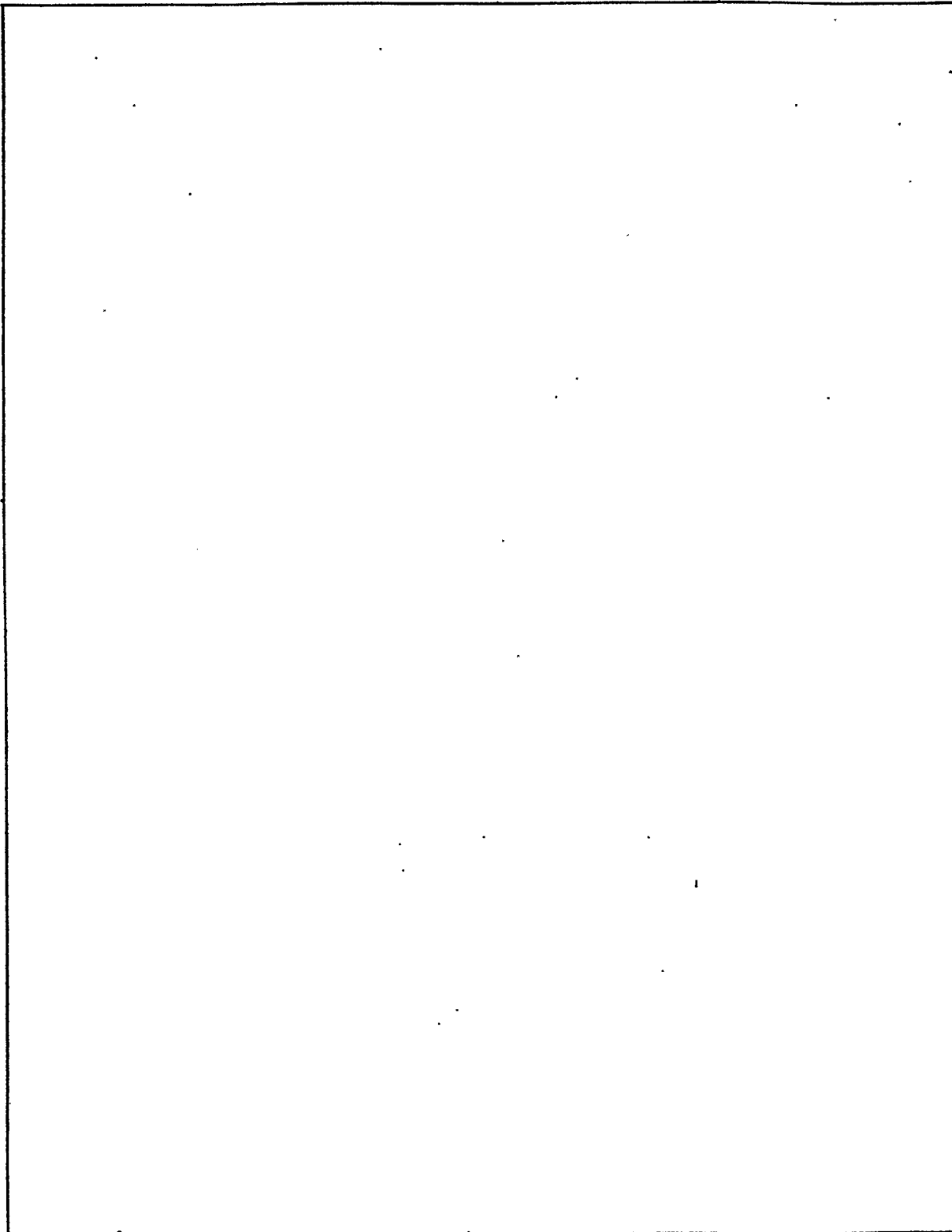
ARTICLE VIII**Informal Action by Directors**

Any action required by statute or these Bylaws to be taken at a meeting of members or of the Board of Directors of the Association, or any other action which may be taken at a meeting of the members of the Board of Directors may be taken without a meeting if a consent in writing, setting forth the action so taken, shall be signed by all of the members or all of the members of the Board, as the case may be entitled to vote with respect to the subject matter thereof. Such consent shall have the same force and effect as unanimous vote.

ARTICLE IX**Amendments to Bylaws**

The Bylaws of the Association may be amended or repealed, or new Bylaws may be adopted, at any regular or special meeting of the Board of Directors upon the affirmative vote of three-fourths (3/4) of the whole Board of Directors therefore; provided, however, that notice of such meeting shall state at least the substance of any proposed amendment or other action relating to the Bylaws.

MIS-01 - 80



MANAGEMENT INFORMATION SYSTEM	Number	MIS- 02 - 80
	Issued	9/12/80
	Revised	
Title AACPP MISSION STATEMENT & GENERAL POLICY GUIDELINES		
1.0 Mission Statement 1.1 AACPP's mission is to promote, on an industry-wide basis, the acceptance and use of asbestos-cement pipe. 1.2 AACPP's mission is interpreted to encompass any and all internal activities and external programs approved by counsel, which will: 1.2.1 Create a favorable legislative regulatory, public, consumer or industry climate for asbestos-cement pipe. 1.2.2 Contribute to the longevity, growth or prosperity of the asbestos-cement pipe industry. 2.0 General Policy Guidelines 2.1 AACPP programs and activities must be monitored continually for compliance with the law to ensure there are no agreements, expressed or implied, which restrict the members' freedom to make independent decisions in matters that effect competition. 2.2 AACPP Staff and counsel must be copied on all correspondence pertaining to Association activities and in attendance at all meetings. 2.3 AACPP should serve as the conduit for written communications between member companies whenever practical. 2.4 AACPP member company personnel are not empowered to act on AACPP's behalf, or purport to represent it, without prior approval. 2.5 AACPP Staff is accountable solely to the Board of Directors for all of its activities. 2.6 AACPP should not act autonomously but as an organizational adjunct to all member companies to focus attention and efforts on common industry objectives. 2.7 AACPP programs and priorities should not conflict with, but reinforce, corporate		

- 2.8 AACPP should not act as a sales agent but as a organizational vehicle for the collection, collation and dissemination of information on A/C pipe.
- 2.9 AACPP should not act as an arbitrator for inter-company disputes but when permissible provide a forum for intra-industry dialogue to catalyze resolution of common problems.

MANAGEMENT INFORMATION SYSTEM	Number	MIS- 03 - 80
	Issued	9/12/80
	Revised	9/25/81
<i>Title</i> AACPP REGULAR AND ASSOCIATE MEMBERS		
<u>REGULAR MEMBERS</u>	<u>REPRESENTATIVE</u>	<u>PHONE</u>
ASBESTOS DE MEXICO Apartado No. 4 Tlalnepantla Mexico	J. Grinda	65-01-00
ATLAS-TURNER, INC. 5600 Hochelaga Street Montreal, Quebec CANADA H1N 1W1	I. Adams	514-259-2531
CAPCO PIPE COMPANY, INC. 1400 South 20th Street P. O. Box 3435 Birmingham, Alabama 35205	L. Taylor	205-933-7281
CERTAIN-TEED CORPORATION 750 E. Swedesford Road P. O. Box 860 Valley Forge, Pennsylvania 19482	L. Ambler	215-687-5000
JOHNS-MANVILLE CORPORATION Ken Caryl Ranch Denver, Colorado 80217	J. Cran	303-978-2248
MEXALIT, S.A. Reforma 35 - Sexto Piso Mexico 1, D.F. Mexico	P. Martinez	141 303-63

<u>ASSOCIATE MEMBERS</u>	<u>REPRESENTATIVE</u>	<u>PHONE</u>
ASSOCIATION DE L'INDUSTRIE L'ASBESTE-CIMENT Case postale 73 CH-1260 Nyon, Switzerland	R. Dorner	022-61-47-41
COMPAGNIE FINANCIERE ETERNIT World Trade Center Boulevard Emile Jacqmain, 162, Box 37 Brussels, Belgium	E. van der Rest	219.29.80
EVERITUBE 62, BD Victor-Hugo 92209 Neuilly-sur-Seine France	B. Giboin	637-01-00
GENERAL MINING & FINANCE CORPORATION 6 Hollard Street Johannesburg, 2001 South Africa	P. Hart	011-2711-836-1121
Superocla (Pty.) Ltd. P. O. Box 92 ROODERPOORT 1725 Transvaal South Africa	R. Hobbs	011-2711-616-5200
HELLENIC INDUSTRY FOR BUILDING MATERIALS HELLENIT, S.A. 8 Omirou Street Athens, Greece (133)	A. Saoulis	231.243-4-6
HYDERABAD ASBESTOS CEMENT PRODUCTS LTD. Sanatnager, Hyderabad 500 018 India	R. Jalan V. Pattabhi	29541
JAMES HARDIE & COMPANY, PTY., LTD. Asbestos House Box 3935, GPO Sydney, New South Wales Australia	H. Hudson C. Barton	2-2079

ASSOCIATE MEMBERS

REPRESENTATIVE

PHONE

KUWAIT ASBESTOS INDUSTRIES
National Industries Co., S.A.K.
P. O. Box 3314
Kuwait

S. Al-Tarkait

011-965-710700

MIS-03 - 80

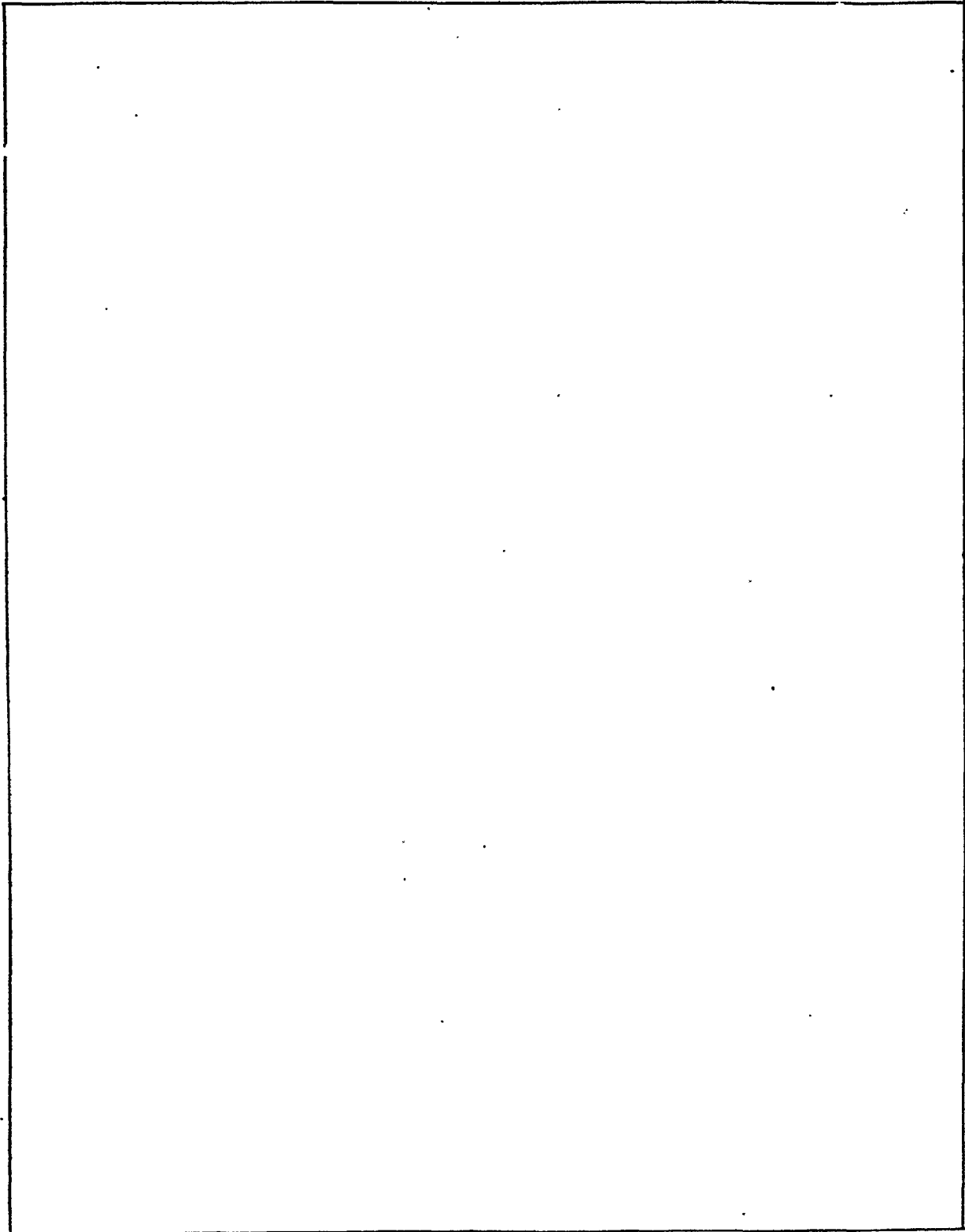
MANAGEMENT INFORMATION SYSTEM	Number	MIS - 04 - 80
	Issued	9/12/80
	Revised	9/25/81
Title AACPP BOARD OF DIRECTORS & OFFICERS		
<u>COMPANY</u>	<u>DIRECTOR</u>	<u>PHONE</u>
ASBESTOS DE MEXICO Apartado No. 4 Tlalnepantla Mexico	J. Grinda	65-01-00
ATLAS-TURNER, INC. 5600 Hochelaga Street Montreal, Quebec CANADA H1N 1W1	I. Adams	514-259-2531
CAPCO PIPE COMPANY, INC. 1400 South 20th Street P. O. Box 3435 Birmingham, Alabama 35205	L. Taylor	205-933-7281
CERTAIN-TEED CORPORATION 750 E. Swedesford Road P. O. Box 860 Valley Forge, Pennsylvania 19482	L. Ambler	215-687-5000
JOHNS-MANVILLE CORPORATION Ken Caryl Ranch Denver, Colorado 80217	J. Cran	303-978-2248
MEXALIT, S.A. Reforma 35 - Sexto Piso Mexico 1, D.F. Mexico	P. Martinez	141 303-63

**AACPP OFFICERS
EXECUTIVE COMMITTEE**

<u>OFFICER</u>	<u>NAME</u>	<u>COMPANY</u>
CHAIRMAN OF THE BOARD	L. Ambler	CERTAIN-TEED CORPORATION 215-687-5000
VICE CHAIRMAN	L. Taylor	CAPCO PIPE COMPANY, INC. 205-933-7281
PRESIDENT	J. Jackson	AACPP 703-841-1556
TREASURER	J. Cran	JOHNS-MANVILLE CORPORTION 303-978-2248
SECRETARY	(vacant)	

MANAGEMENT INFORMATION SYSTEM	Number	MIS- 05 - 80
	Issued	9/12/80
	Revised	9/25/81
Title AACPP STAFF		
<u>ADDRESS</u> A/C PIPE PRODUCERS ASSOCIATION 1600 Wilson Boulevard Suite 1008 Arlington, VA 22209 703/841-1556		
<u>TITLE</u>	<u>NAME</u>	<u>HOME PHONE</u>
PRESIDENT	J. Jackson	703-534-0972
DIRECTOR, PUBLIC AFFAIRS	J. Welch	703-524-3175
DIRECTOR, TECHNICAL AFFAIRS	T. Gillen	303-934-3598
EXECUTIVE ASSISTANT	M. Jackson	703-527-1435
ADMINISTRATIVE ASSISTANT	A. Bayless	703-960-6754

MIS-05 - 80



MANAGEMENT INFORMATION SYSTEM	Number	MIS- 06 - 80																																	
	Issued	9/12/80																																	
	Revised	9/25/81																																	
Title AACPP LEGAL COUNSEL GENERAL & SPECIAL																																			
<table border="0"> <thead> <tr> <th><u>FIRM</u></th> <th><u>GENERAL COUNSEL</u></th> <th><u>PHONE</u></th> </tr> </thead> <tbody> <tr> <td>SCHNADER, HARRISON, SEGAL & LEWIS 1719 Packard Building Philadelphia, Pennsylvania 19102</td> <td>A. Kahn N. Rahn</td> <td>215-988-2480 215-988-2328</td> </tr> <tr> <td>1111 19th Street, N.W. Suite 1000 Washington, D.C. 20036</td> <td></td> <td>202-463-2900</td> </tr> <tr> <td colspan="3"> <table border="0"> <thead> <tr> <th><u>FIRM</u></th> <th><u>SPECIAL COUNSEL</u></th> <th><u>PHONE</u></th> </tr> </thead> <tbody> <tr> <td colspan="3"><u>ARIZONA</u></td> </tr> <tr> <td>BROWN & BAIN 222 North Central Avenue P. O. Box 400 Phoenix, Arizona 85001</td> <td>P. Eckstein</td> <td>602-257-8777</td> </tr> <tr> <td colspan="3"><u>CONNECTICUT</u></td> </tr> <tr> <td>MURTHA, CULLINA, RICHTER & PINNEY 101 Pearl Street P. O. Box 3197 Hartford, Connecticut 06103</td> <td>B. Hickey J. Silliman</td> <td>203-549-4500</td> </tr> <tr> <td colspan="3"><u>CALIFORNIA</u></td> </tr> <tr> <td>WINNER/WAGNER & ASSOCIATES, INC. 1024 Tenth Street Sacramento, California 95814</td> <td>E. Wagner</td> <td>916-444-9333</td> </tr> </tbody> </table> </td> </tr> </tbody></table>			<u>FIRM</u>	<u>GENERAL COUNSEL</u>	<u>PHONE</u>	SCHNADER, HARRISON, SEGAL & LEWIS 1719 Packard Building Philadelphia, Pennsylvania 19102	A. Kahn N. Rahn	215-988-2480 215-988-2328	1111 19th Street, N.W. Suite 1000 Washington, D.C. 20036		202-463-2900	<table border="0"> <thead> <tr> <th><u>FIRM</u></th> <th><u>SPECIAL COUNSEL</u></th> <th><u>PHONE</u></th> </tr> </thead> <tbody> <tr> <td colspan="3"><u>ARIZONA</u></td> </tr> <tr> <td>BROWN & BAIN 222 North Central Avenue P. O. Box 400 Phoenix, Arizona 85001</td> <td>P. Eckstein</td> <td>602-257-8777</td> </tr> <tr> <td colspan="3"><u>CONNECTICUT</u></td> </tr> <tr> <td>MURTHA, CULLINA, RICHTER & PINNEY 101 Pearl Street P. O. Box 3197 Hartford, Connecticut 06103</td> <td>B. Hickey J. Silliman</td> <td>203-549-4500</td> </tr> <tr> <td colspan="3"><u>CALIFORNIA</u></td> </tr> <tr> <td>WINNER/WAGNER & ASSOCIATES, INC. 1024 Tenth Street Sacramento, California 95814</td> <td>E. Wagner</td> <td>916-444-9333</td> </tr> </tbody> </table>			<u>FIRM</u>	<u>SPECIAL COUNSEL</u>	<u>PHONE</u>	<u>ARIZONA</u>			BROWN & BAIN 222 North Central Avenue P. O. Box 400 Phoenix, Arizona 85001	P. Eckstein	602-257-8777	<u>CONNECTICUT</u>			MURTHA, CULLINA, RICHTER & PINNEY 101 Pearl Street P. O. Box 3197 Hartford, Connecticut 06103	B. Hickey J. Silliman	203-549-4500	<u>CALIFORNIA</u>			WINNER/WAGNER & ASSOCIATES, INC. 1024 Tenth Street Sacramento, California 95814	E. Wagner	916-444-9333
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MURTHA, CULLINA, RICHTER & PINNEY 101 Pearl Street P. O. Box 3197 Hartford, Connecticut 06103	B. Hickey J. Silliman	203-549-4500																																	
<u>CALIFORNIA</u>																																			
WINNER/WAGNER & ASSOCIATES, INC. 1024 Tenth Street Sacramento, California 95814	E. Wagner	916-444-9333																																	

<u>FIRM</u>	<u>SPECIAL COUNSEL</u>	<u>PHONE</u>
<u>DISTRICT OF COLUMBIA</u>		
KIRKLAND & ELLIS* 1776 K Street, N.W. Washington, D.C. 20006	E. Warren T. Hardy A. Sampson, III D. Perdue	202-857-5000
*Under retainer to AIA/NA		
<u>MASSACHUSETTS</u>		
JOYCE, CAPELESS, KILROY, McNULTY & RODDY 22 Beacon Street Boston, Massachusetts 02108	T. Joyce, Jr.	617-462-8692
<u>NEW JERSEY</u>		
GREENBERG, MARGOLIS, ZIEGLER & SCHWARTZ Three ADP Boulevard Roseland, New Jersey 07068	M. Greenberg	215-527-6600
<u>TEXAS</u>		
BROWN, MARONEY, ROSE, BAKER & BARBER 1300 American Bank Tower Austin, Texas 78701	J. Holman	512-472-5456
<u>VIRGINIA</u>		
HUNTON & WILLIAMS 707 East Main P. O. Box 1535 Richmond, Virginia 23212	A. Goolsby, III	804-788-8200

MANAGEMENT INFORMATION SYSTEM	Number	MIS- 07 - 80
	Issued	9/12/80
	Revised	

Title	AACPP COMMITTEE OPERATIONS
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1.0 Committee Organization

1.1 AACPP Standing Committee Organization

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graph TD
    A[↑] --> B[BOARD OF DIRECTORS]
    B --> C[EXECUTIVE COMMITTEE]
    C --> D[STAFF]
    C --> E[COUNSEL]
    C --> F[STANDING COMMITTEES]
    F --> G[INTERNATIONAL AFFAIRS]
    F --> H[PUBLIC AFFAIRS]
    F --> I[TECHNICAL AFFAIRS]
    F --> J[AD HOC COMMITTEES, TASK FORCES, SPECIAL STUDY GROUPS]

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1.2 Member company representation on all standing committees is not restricted by numbers but by vote (i.e., one (1) vote per member company). The same rule applies to Committee Letter Ballots, Section 5.0. Each member company shall designate one (1) committee representative as "corporate coordinator" who will be empowered to vote on committee letter ballots and during roll calls at committee meetings.

1.3 Committee chairmen are appointed by the Board of Directors for two (2) year terms. Staff liaison designated by the President serve as committee secretary (i.e., corresponding).

1.4 The formation, composition and dissolution of ad hoc committees, task forces and special study groups are the prerogative of the committee chairmen.

2.0 Committee Scope & Roster

2.1 Approved committee scopes and current committee rosters are referenced under Section 2.2.

2.2

Public Affairs Committee	MIS-08-80
Technical Affairs Committee	MIS-09-80
International Affairs Committee	MIS-10-80

3.0 Committee Meetings

- 3.1 All standing committees meet biannually during the Association's regular Annual and Fall Meetings. The Executive Committee also meets during the two weeks interval immediately following the close of interim calendar quarters. AACPP's current meeting schedule and format is appended as MIS-11-80.
- 3.2 Special committee meetings may be convened by the chairman with prior approval of the President and Counsel.
- 3.3 Ad hoc committees, task forces and special study groups meet during the intervals between regular committee meetings and simply shall provide status reports at the latter.
- 3.4 Attendance at all regularly scheduled standing committee meetings is limited to designated representatives from Regular and Associate member companies, AACPP Staff and Counsel.
- 3.5 All standing committee meetings are conducted in accordance with Robert's Rules of Order.
- 3.6 AACPP Counsel must be in attendance at all regular and special committee meetings.

4.0 Committee Agenda & Minutes

- 4.1 Meeting agendas are developed jointly by the committee chairmen and secretary utilizing the agenda format outlined under Section 4.2.
- 4.2 Agenda format

AGENDA

Committee:
Place:
Date:

Chairman:
Secretary:
Counsel:
Members:

- | | |
|-------------------------------------|---|
| I. Call to Order | (Time allotted) |
| II. Reading and Approval of Minutes | |
| III. Review of Agenda | <i>Brief description of discussion and/or decisions to be made.</i> |
| IV. Report of Officers | |
| A. Chairman's Report | |
| B. Staff Report | |
| V. Priority List | |
| VI. Old Business | |
| VII. New Business | |
| VIII. Adjournment | |

- 4.3 Meeting agendas are mailed to all committee members and counsel one (1) month in advance of regularly scheduled committee meetings. The committee secretary is

responsible for prompt and proper distribution, including relevant supporting documents when appropriate.

4.4 Meeting minutes are the responsibility of the committee secretary and are prepared in accordance with established format and language within ten (10) working days following all regularly scheduled or special committee meetings. The committee secretary is accountable for prompt and proper distribution.

5.0 Committee Letter Ballots

5.1 Letter ballots are used to conduct committee business between meetings. The committee chairman and secretary are accountable for determining the necessity for a letter ballot and any supporting materials which should be referenced or appended.

5.2 The Committee secretary is accountable for preparing, distributing and tallying the vote on all letter ballots and promptly notifying committee members of the results.

5.3 Letter ballot format



A/C Pipe
Producers Association

Letter Ballot

To:

Number:

From:

Issue Date:

Subject:

Closing Date:

Reference:

Question: Yes () No () Abstain ()

Comments:

Signature: _____

Date: _____

- 5.4 Letter ballots are numbered consecutively by calendar year (e.g., 05-80) and retained for a period not to exceed two (2) years.
- 5.5 All letter ballots have a closing date within one (1) month of the issue date with the exception of Board of Director letter ballots, an affirmative vote will be tallied if no reply is received by the closing date.
- 6.0 Committee Correspondence
 - 6.1 In accordance with Association Policy Guidelines, MIS-02-80:
 - 6.1.1 The committee secretary and counsel must be copied on all committee correspondence.
 - 6.1.2 The committee secretary should serve as the conduit for written communications between committee members whenever practical.
- 7.0 Strategic Operational Plan
 - 7.1 The Association's Strategic Operational Plan is classified as confidential.
 - 7.2 Standing committees are accountable for planning, reviewing and implementing program modules comprising their respective sections of the Association's Strategic Operational Plan.
 - 7.3 Executive Committee approval is required for major revision to the objective, priority or funding level of existing programs and the initiation of new program modules.
 - 7.4 Proposals for new program modules are to be developed and presented for Standing Committee review and Executive Committee approval utilizing the standard program worksheet format.
 - 7.5 The committee secretary, i.e., staff liaison, is accountable for program coordination.

MANAGEMENT INFORMATION SYSTEM	Number	MIS - 08 - 80
	Issued	9/12/80
	Revised	9/25/81
Title PUBLIC AFFAIRS COMMITTEE SCOPE & ROSTER		
The Public Affairs Committee (PAC) shall: 1) Study, recommend and guide the development and implementation of an effective and continuing public relations and advertising program. 2) Study, recommend and guide the monitoring of international, national, state, local regulatory, legislative or health effects research developments impacting on the industry. 3) Study and recommend to the Board of Directors actions, policies and options for responding to regulatory, legislative, and other governmental initiatives impacting on the industry, including the collection, analysis and presentation of data relating to the occupational safety, health and environmental effects of A/C and/or competitive pipe products. 4) Study, recommend and guide the development of standard protocols for AACPP/member company responses to field problems or related jurisdictional matters. . 5) Study, recommend, and guide the development of cooperative inter-association programs on duplicative public affairs matters. 6) Study and recommend the development of programs on public affairs matters to be presented at conferences held at AACPP's Annual and Fall Meetings.		

PUBLIC AFFAIRS COMMITTEE ROSTER

CHAIRMAN: H. Olson
SECRETARY: J. Welch

<u>COMPANY</u>	<u>REPRESENTATIVE</u>	<u>PHONE</u>
ATLAS-TURNER, INC. 5600 Hochelaga Street Montreal, Quebec CANADA H1N 1W1	I. Adams	514-259-2531x304
CAPCO PIPE COMPANY, INC. 1400 South 20th Street P. O. Box 3435 Birmingham, Alabama 35205	W. Perrell	205-933-7281
120 Broadway New York, New York 10005	J. Woods*	212-669-1000
CERTAIN-TEED CORPORATION 750 E. Swedesford Road P. O. Box 860 Valley Forge, Pennsylvania 19482	J. Baker T. Dougherty	215-687-5000x7426 215-687-5000x7079
JOHNS-MANVILLE CORPORATION Ken Caryl Ranch Denver, Colorado 80217	W. McCallie (2-16) H. Olson (3-01) B. Collier	303-978-4953 303-978-3422 303-978-3409
1600 Wilson Boulevard Suite 705 Arlington, Virginia 22209	D. Stinson	703-524-9250

*ASARCO

MANAGEMENT INFORMATION SYSTEM	Number	MIS- 09 - 80
	Issued	9/12/80
	Revised	9/25-81
Title TECHNICAL AFFAIRS COMMITTEE SCOPE & ROSTER		
The Technical Affairs Committee (TAC) shall: 1) Study, recommend and guide the collection and analysis of background data through research and field surveys (contract or in-house) to substantiate pipe performance, including competitive pipe comparisons, determine the existence of market problems/opportunities and identify research needs. 2) Study, recommend and guide the development of technical information programs and services in support of market development and Public Affairs (PAC) initiatives. 3) Study, recommend and guide the technical assessments of matters affecting the design, manufacture, field application and end use of asbestos-cement pipe by preparing, upon request, technical criteria documents, position papers and research proposals. 4) Study, recommend and guide the securement and review of all national and international standards governing the design, manufacture and use of asbestos-cement pipe that may be proposed or in force, and where appropriate to initiate amendments to such standards, with the objective of: a) arriving at an Association recommendation with respect to amendments proposed to such standards by member companies or other, and b) making known the Association recommendation to the sponsors or administrators of such standards, and c) informing the Association membership and Staff of current status of such standards at regular intervals. 5) Study, recommend and guide the compilation of a bibliographical and technical library of all national and international standards, specifications, codes and other technical literature pertaining to asbestos-cement and competitive pipe materials. 6) Study, recommend and guide compilation and dissemination of statistical information within legal constraints established by counsel. 7) Study and recommend the development of programs on technical affairs matters to be presented at conferences held at AACPP's Annual and Fall Meetings.		

TECHNICAL AFFAIRS COMMITTEE ROSTER

CHAIRMAN: A. Verploegh
SECRETARY: T. Gillen

<u>COMPANY</u>	<u>REPRESENTATIVE</u>	<u>PHONE</u>
ATLAS-TURNER, INC. 5600 Hochelaga Street Montreal, Quebec CANADA H1N 1W1	R. LeGault	514-259-2531x301
CAPCO PIPE COMPANY, INC. 1400 South 20th Street P. O. Box 3435 Birmingham, Alabama 35205	L. Taylor	205-933-7281
CERTAIN-TEED CORPORATION 750 E. Swedesford Rd. Valley Forge, Pennsylvania 19482	J. Alley	215-687-5000
JOHNS-MANVILLE CORPORATION Ken Caryl Ranch Denver, Colorado 80217	R. Cerny (R&D) A. Verploegh	303-978-5402 303-978-2483

MANAGEMENT INFORMATION SYSTEM	<i>Number</i>	MIS- 10 - 80
	<i>Issued</i>	9/12/80
	<i>Revised</i>	9/25/81
Title INTERNATIONAL AFFAIRS COMMITTEE SCOPE & ROSTER		
The International Affairs Committee (IAC) shall: TO BE DEVELOPED		

INTERNATIONAL AFFAIRS COMMITTEE ROSTER

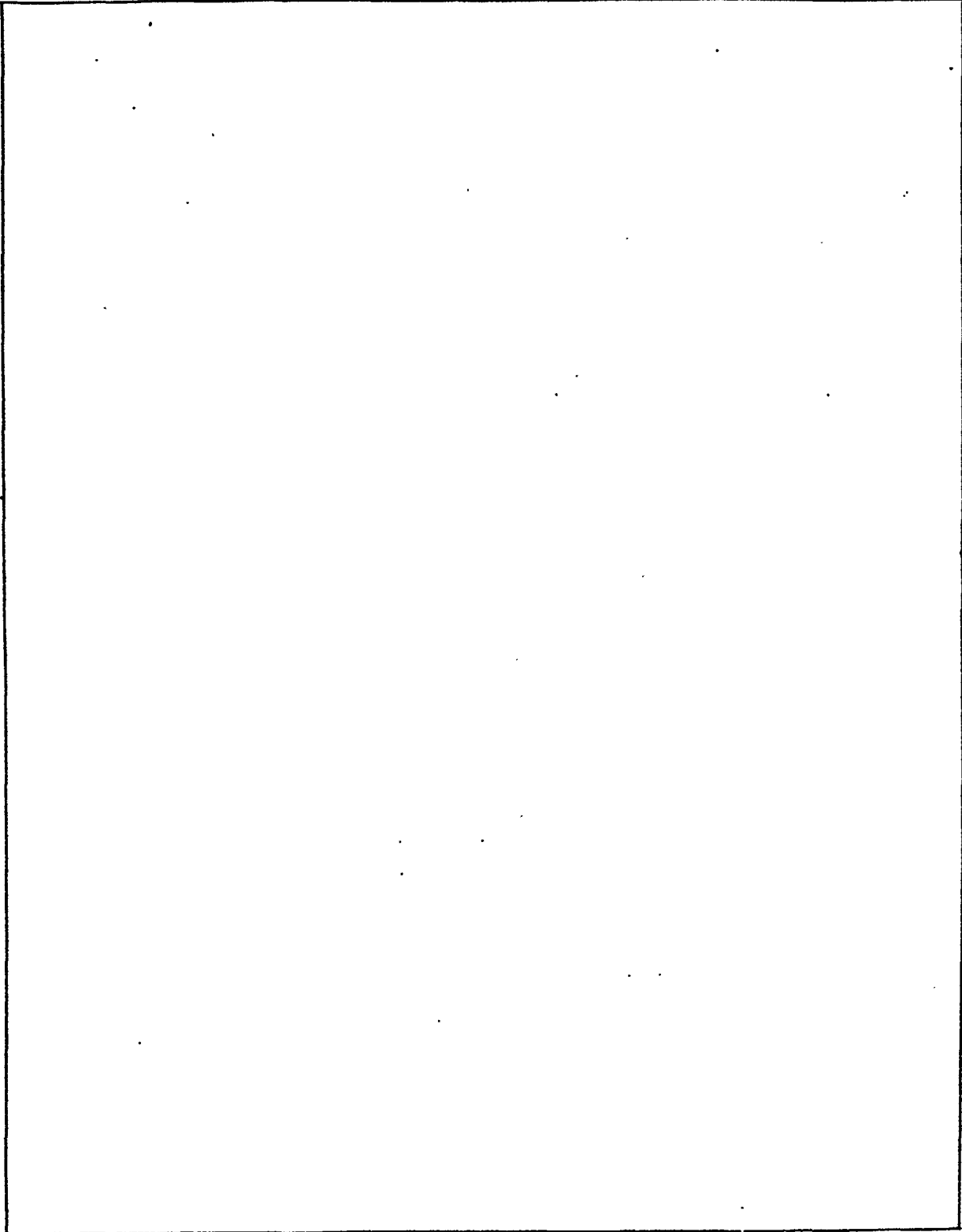
CHAIRMAN:
SECRETARY:E. van der Rest
J. Jackson

<u>COMPANY</u>	<u>REPRESENTATIVE</u>	<u>PHONE</u>
ASSOCIATION DE L'INDUSTRIE L'ASBESTE-CIMENT Case postale 73 CH-1260 Nyon, Switzerland	R. Dorner	022-61-47-41
COMPAGNIE FINANCIERE ETERNIT World Trade Center Boulevard Emile Jacqmain, 162, Box 37 Brussels, Belgium	E. van der Rest	219.29.80
EVERITUBE 62, BD Victor-Hugo 92209 Neuilly-sur-Seine France	B. Giboin	637-01-00
GENERAL MINING & FINANCE CORPORATION 6 Hollard Street Johannesburg, 2001 South Africa	P. Hart	011-2711-836-1121
Superoela (Pty.) Ltd. P. O. Box 92 ROODEPOORT 1725 Transvaal South Africa	R. Hobbs	011-2711-616-5200
HELLENIC INDUSTRY FOR BUILDING MATERIALS HELLENIT, S.A. 8 Omirou Street Athens, Greece (133)	A. Saoulis	231.243-4-6
HYDERABAD ASBESTOS CEMENT PRODUCTS, LTD. Sanatnager, Hyderabad 500 108 India	R. Jalan V. Pattabhi	28541

INTERNATIONAL AFFAIRS COMMITTEE ROSTER
(continued)

<u>COMPANY</u>	<u>REPRESENTATIVE</u>	<u>PHONE</u>
JAMES HARDIE & COMPANY, PTY., LTD. Asbestos House Box 3935, GPO Sydney, New South Wales Australia	H. Hudson C. Barton	2-2079
KUWAIT ASBESTOS INDUSTRIES National Industries Co., S.A.K. P. O. Box 3314 Kuwait	S. Al-Tarkait	011-965-710700

MIS-10 - 80



MANAGEMENT INFORMATION SYSTEM	Number	MIS- 11 - 80
	Issued	9/12/81
	Revised	9/25/81
Title AACPP MEETING SCHEDULE & FORMAT		
<u>MEETING</u>	<u>DATE</u>	<u>LOCATION</u>
Annual/Industry Conference	May 2-6	Cancun, Mexico
Fall/Washington Workshop	September 14-16	Washington, D.C.
Board of Directors	May 6*	Cancun, Mexico
	September 15*	Washington, D.C.
Executive Committee	January 14	Washington, D.C.
	May 6*	Cancun, Mexico
	September 15*	Washington, D.C.
Public Affairs Committee	January	
	May 2	Cancun, Mexico
	September 14	Washington, D.C.
Technical Affairs Committee	January	
	May 3	Cancun, Mexico
	September 14	Washington, D.C.
International Affairs Committee	May 4	Cancun, Mexico
	October	Overseas
*Combined meeting		

ANNUAL MEETING FORMAT

	SUN	MON	TUES	WED	THURS
AM		IND. CONF. I	IND. CONF. II	IND. CONF. III	BOD MTG
PM	PAC MTG	TAC MTG	IAC MTG	GOLF/ TENNIS	
EVE	MEET & GREET	INT'L DINNER		DINNER DANCE	

FALL MEETING FORMAT

	SUN	MON	TUES	WED	THURS
AM			PAC & TAC MTGS.	BOD MTG	AIA IND. CONF.
PM				AIA IND. CONF.	
EVE		MEET & GREET		AIA DINNER	

CHQ 0031408

MANAGEMENT INFORMATION SYSTEM	Number	MIS-12 -80										
	Issued	9/12/80										
	Revised	9/25/81										
Title PROTOCOL FOR RESPONDING TO ASBESTOS AND HEALTH-RELATED FIELD PROBLEMS												
<u>OBJECTIVE</u> 1. To prevent field problems from occurring by having the facts on A/C pipe readily available to utility operators, public officials and the general public. 2. To be prepared to respond promptly to field problems so local officials will realize they have strong industry support for the decision to continue the use of A/C pipe. 3. To educate salesmen on how the industry plans to respond (who, what, when, why) to field problems, and what the salesmen's role is in that response mechanism.												
<u>STRATEGIES AND TACTICS</u> 1. Prevention of Field Problem A. The first part of the strategy is predicated on the goal of thoroughly educating industry salesmen on asbestos and health issues so they in turn can educate distributors, utility operators, engineers, public officials and others. Wherever feasible, AACPP education tools e.g. "A/C Pipe and Drinking Water" A/V presentation and brochure, should be used. (1) Implementation <table border="0"> <thead> <tr> <th><u>Tactic</u></th><th><u>Action By</u></th></tr> </thead> <tbody> <tr> <td>a. AACPP seminars for salesmen, AWWA sections, and federal agencies</td><td>AACPP Staff</td></tr> <tr> <td>b. Company Sales Meetings</td><td>Companies</td></tr> <tr> <td>c. Special Training to District Sales Managers</td><td>Companies with AACPP assistance</td></tr> <tr> <td>d. Specific Assignments to District Sales Managers</td><td>Companies</td></tr> </tbody> </table>			<u>Tactic</u>	<u>Action By</u>	a. AACPP seminars for salesmen, AWWA sections, and federal agencies	AACPP Staff	b. Company Sales Meetings	Companies	c. Special Training to District Sales Managers	Companies with AACPP assistance	d. Specific Assignments to District Sales Managers	Companies
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c. Special Training to District Sales Managers	Companies with AACPP assistance											
d. Specific Assignments to District Sales Managers	Companies											

- B. The second part of the strategy is to increase the elected public officials knowledge on the ingested asbestos issue, the fact that A/C pipe is not more, and possibly less of a health problem than other piping materials, and the benefits to the city of the continued use of A/C pipe. Implementation responsibility would rest with the local salesmen.

2. After a Field Problem Develops

- A. The response protocol is designed to provide prompt support so the utility will recognize the industry is prepared to help them overcome adverse publicity.

The following sequence of actions will be taken when a field problem develops:

- 1) Salesman gathers all the facts and reports the problem to his/her Public Affairs Committee (PAC) member.
- 2) The PAC member reports the situation to AACPP's Director, Public Affairs.
- 3) The PAC and Director, Public Affairs determine if the problem is legal or educational in nature.
- 4) Accountability for future action is resolved between the Director, Public Affairs and PAC member(s).

3. Reference Materials

The following materials should be available from member companies or AACPP and released to key officials in the field problem area:

- A. Collation of letters from various state public health officials approving the use of A/C pipe.
- B. A photo-ready mailer suitable for reprinting (by the utility), and inclusion with water bills or other direct mailings.
- C. A complete collation and analysis of health effects studies done by EPA and others.

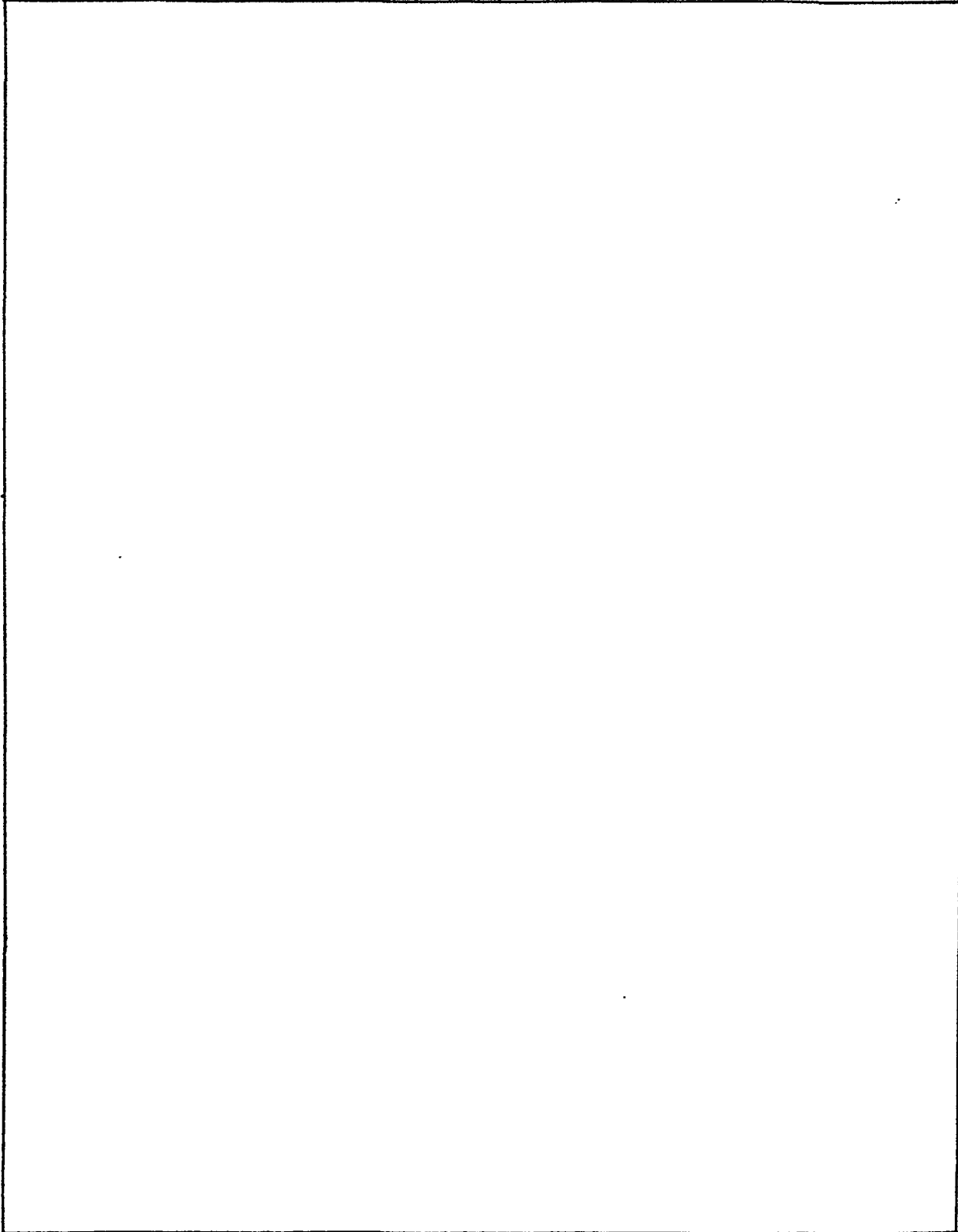
ACCOUNTABILITIES

AACPP Staff

- A. Federal agencies including regional offices (EPA, OSHA, FmHA, HUD, EDA, Bureau of Reclamation, etc.).
- B. National associations e.g. AIA, AWWA, etc.
- C. Where future course of action is of a legal nature.

- (1) Member Company
 - a. State and local governmental agencies.
 - b. Private and municipal water utilities.

MIS-12 - 80



MANAGEMENT INFORMATION SYSTEM	Number	MIS-13 -81		
	Issued	9/25/81		
	Revised			
Title STRATEGIC OPERATIONAL DISTRIBUTION LIST				
<table border="0"> <tr> <td> ATLAS-TURNER, INC. 1. Adams 2. Coombs-Payac 3. LeGault 4. Perlstein CAPCO PIPE COMPANY, INC. 5. Perrell 6. Taylor 7. Whitley 8. Woods CERTAIN-TEED CORPORATION 9. Alley 10. Ambler 11. Baker 12. Dougherty 13. Timpe JOHNS-MANVILLE CORPORATION 14. Cerny 15. Collier 16. Cran 17. Fischer 18. Harris 19. Linke 20. McCallie 21. Olson 22. Stinson 23. Verploegh </td> <td> STAFF 24. Bayless 25. Gillen 26. Jackson 27. Jackson 28. Welch COUNSEL 29. Kahn 30. Rahn MEXICANS 31. Grinda 32. Martinez ASSOCIATE MEMBERS 33. Al-Tarkait 34. Barton 35. Dorner 36. Giboin 37. Hart 38. Hobbs 39. Hudson 40. Jalan 41. Officer 42. Pattabhi 43. Saoulis 44. van der Rest </td> </tr> </table>			ATLAS-TURNER, INC. 1. Adams 2. Coombs-Payac 3. LeGault 4. Perlstein CAPCO PIPE COMPANY, INC. 5. Perrell 6. Taylor 7. Whitley 8. Woods CERTAIN-TEED CORPORATION 9. Alley 10. Ambler 11. Baker 12. Dougherty 13. Timpe JOHNS-MANVILLE CORPORATION 14. Cerny 15. Collier 16. Cran 17. Fischer 18. Harris 19. Linke 20. McCallie 21. Olson 22. Stinson 23. Verploegh	STAFF 24. Bayless 25. Gillen 26. Jackson 27. Jackson 28. Welch COUNSEL 29. Kahn 30. Rahn MEXICANS 31. Grinda 32. Martinez ASSOCIATE MEMBERS 33. Al-Tarkait 34. Barton 35. Dorner 36. Giboin 37. Hart 38. Hobbs 39. Hudson 40. Jalan 41. Officer 42. Pattabhi 43. Saoulis 44. van der Rest
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