

## **Considerations and Approaches Toward Developing Effective Management For Solving Environmental Problems\***

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### **ABSTRACT**

Solving current and future environmental problems at the local level, as well as at state and national levels, requires organizing our people resources in a systematic and productive manner. This paper establishes a model applicable to any locality which, with minor modifications, will greatly enhance success.

The need for developing sound effective management to accomplish goals and objectives is prevalent in our society. There is documentation presently available relative to the environmental problems in Central Florida, including the laws that must be passed, the standards that must be established, the education and training required and, in general, what each of us must do (or not do) to save this country from environmental deterioration. This paper will further explore the problem, but from a somewhat different viewpoint, by concentrating upon management organization and leadership.

Let us suppose that the key to Central Florida's successfully combating and solving its environmental problems is a function of how well it collectively organizes. Another assumption is that Central Florida does indeed, or soon will, have an environmental problem.

With these premises, let us first look at management organization, and from a private enterprise or industrial standpoint. The writer contends that effective

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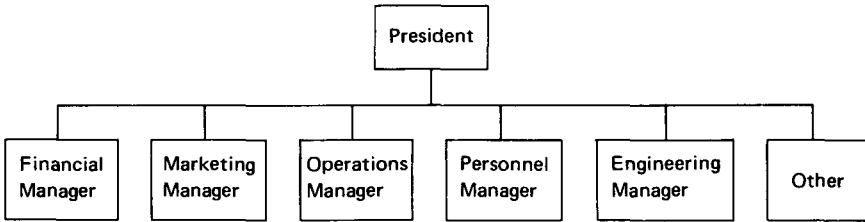


Figure 1.

organization is necessary to insure success, providing proper leadership is available.

Figure 1 depicts a standard type of industrial organization, at the top level. Many variations can be presented; however, for our purposes, this will suffice. An important characteristic toward the success of this company will be reflected by the type of leader. Let us pause and consider several questions:

1. What are the characteristics of the president?
2. As the chief administrative officer, should he come from finance, marketing, operations, personnel, engineering, or some other specialty?
3. Does it matter?
4. What are the main objectives of the company?

Without directly answering these questions, let us view another type organization.

Figure 2 depicts an organization structured around environmental entities. Again, the following questions should be considered:

1. What are the characteristics of an environmental president?
2. From whence should he come—what discipline?
3. Does it matter?
4. What are the main objectives of the organization?

Let us now look at one more type organization. (See Figure 3.)

This could be an organization entitled: Central Florida Action Organization

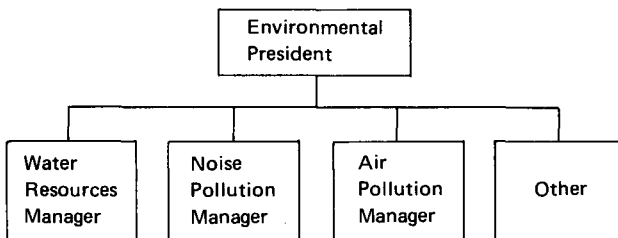


Figure 2.

for Environmental Betterment. Before considering this organization, several explanations are in order:

1. A listing of the several government agencies was omitted due to space limitations.
2. No attempt has been made to list all the community actions groups—there are many.
3. Business and industry are lumped as one entity—some differentiation will probably be required.
4. The public must play an active role in this organization—it is their duty and responsibility; they are of extreme importance.
5. The same set of questions persist:
  - a. What are the characteristics of the president?
  - b. From whence should he come?
  - c. Does it matter?
  - d. What are the objectives of the organization?

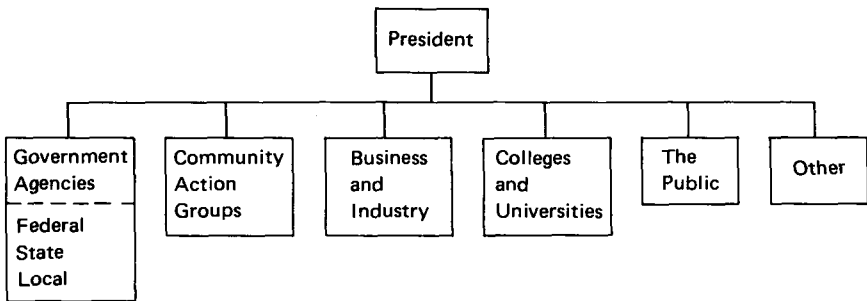


Figure 3.

The prime mover in initiating and sustaining this type of organization lies in the leader. He must be a strong and essentially fearless dedicated individual with unbound optimism and faith in his fellow man. He must be able to organize “diverse” groups and integrate their energies and activities into a common and productive set of endeavors. He must be what is called an integrative type of manager—one who ties together the better portions of intergroup conflict, and builds upon this, instead of allowing compromise through use of the least common denominator, or allowing a stagnation of activity because conflicting goals prevent all groups from optimizing their own desires.

Should a leader be obtained to initiate the efforts, the remaining activities will follow. The organization should be operated on a project type basis—for this is the most effective method to integrate groups into a common cause.

The personnel for each major study and recommendation subgroup can

then come from the various government agencies, community action groups, business and industry, colleges, and the public at large. This will enhance cross-pollination of ideas and integrate the efforts and considerations of the various groups during the research and planning stages.

Financing of the organization could readily be obtained through industry and individual pledges, or even through potential federal or private grants. Operating expenses should be minimal because personnel involved in this type activity are already employed in environmental betterment or are of a volunteer nature. If the proper leadership can be obtained, financing will follow.

In writing this paper, I began with the premise that Central Florida does indeed have—or will have in the next five years—substantial environmental problems. Thus, upon that basis the organization was formulated.

Next, I performed research of environmental problems and proposed solutions in current and recent publications. A bibliography is appended to this paper of the more interesting and enlightening articles. Two such articles will be discussed here, briefly.

Several years ago Mr. William H. Wendel, President of Carborundum Company, Niagara Falls, N.Y., initiated, organized, and headed up an organization similar to the one proposed here for Central Florida [1]. He did not organize initially to solve environmental problems, although they are moving in that direction and have already performed some byproduct services in these areas. Mr. Wendel became the President and Founder of the Society for the Promotion, Unification, and Redevelopment of Niagara, Inc., (SPUR). The two major problems they had to overcome were citizen apathy and local government distrust.

The citizens group made the following studies and proposals:

1. City charter revision—lost
2. Community college—lost
3. Atomic Energy Commission laboratory—lost
4. Appointment of a professional city manager—lost

They also had internal problems, as well as external. However, many problems were solved and the citizens committee has been quite successful. A few successes were:

1. Master downtown redevelopment
2. \$17 million convention hall
3. Urban coalition
4. Local government improvement

It is interesting to note that Niagara has a population of about 90,000, with approximately one-quarter million in the county (similar to Orlando and Orange County).

In the January 1971 issue of *Nation's Business*, there is an article entitled: "Industry Leaders Hunt Practical Answers to Pollution" [2].

This article discusses the meetings of a group of business leaders in Washington, D.C., over the past nine months. The main subject is pollution, and the businessmen are members of the National Industrial Pollution Control Council. Each subcommittee operates under a peer pressure system, which is a problem solving group. If top industrial executives at the national level can meet and aid and influence each other in approaches to abating pollution, it certainly can be accomplished at the local level—assuming Central Florida does have pollution problems.

In approaching solutions to environmental problems, several other considerations become of great importance.

1. Benefits of improving the environment versus the cost of doing so. In addition to performing benefit-cost analysis, consideration must be given to where the money really comes from, as well as what we must give up to accomplish our objective.
2. With respect to proposed new projects, consideration must be given not only to the potential of "harming" the environment, but also to the potential of not creating new and useful benefits to man. In assessing the benefits and costs of pollution-control projects (both new and improvements to existing conditions), those that have to pay the brunt of the bill tend to inflate costs and deflate benefits. Those who take the opposing position, tend to deflate costs and inflate benefits [3]. Thus, it becomes important to carefully assess both sides of the "what if" concept.
3. In addition to an objective benefit-cost analysis, applications of the value analysis and value engineering approaches can be beneficial in environmental planning and replanning. Briefly, using the value analysis approach application to environmental replanning means improving the environment after deterioration has already begun; whereas, the value engineering approach application to environmental planning means minimizing any environment deterioration through prevention implementation. Although both approaches are good, the value engineering concept is clearly the better of the two.

In conclusion, when asked if the proposed Central Florida Action Organization for Environmental Betterment has a good chance of becoming a reality, the answer is a qualified *yes*. It is what is called a "crisis" type organization, and Central Florida has not yet reached a crisis in environmental deterioration. Let us hope that we never do. We can adopt two approaches—the value analysis approach, or the value engineering approach. The proposed organization will work in either case. We can allow environmental deteriora-

tion to set in and value analyze ourselves out of trouble (we hope), or we can value engineer the future of our community through progressive joint planning and action. The decision is left to the people of Central Florida.

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3. Rose Sanford, "The Economics of Environmental Quality," *Fortune*, pp. 120-122, Feb., 1970.

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