

Pathways to Social Responsibility

Successful Practices for Sustaining the Future





SOCIAL RESPONSIBILITY



ABOUT ASQ

The American Society for Quality (ASQ) is the world's leading authority on quality. With more than 85,000 individual and organizational members, this professional association advances learning, quality improvement, and knowledge exchange to improve business results and to create better workplaces and communities worldwide.

As champions of the quality movement, ASQ offers technologies, concepts, tools, and training to quality professionals, quality practitioners, and everyday consumers, encouraging all to Make Good Great®.

ASQ members have informed and advised the U.S. Congress, government agencies, state legislatures, and other groups on quality-related topics.

And since 1991 ASQ has administered the United States' premier quality honor—the Malcolm Baldrige National Quality Award, which annually recognizes companies and organizations that have achieved performance excellence.

ASQ sees quality and social responsibility as a natural fit. ASQ's long-term objective is to serve as the steward of the quality movement by ensuring that ASQ activities provide increased value to society and our members. As social responsibility becomes increasingly more important to decision-makers in examining the future impact of today's choices, quality tools and processes become central in helping companies measure that impact on the environment, community, and customer perceptions.

ASQ acknowledges organizational and individual contributions to social responsibility. It is through www.TheSRO.org and this publication that we tell the stories of how organizations are practicing social responsibility. We invite you to join the community to share your thoughts, to share information about things you've learned on the journey, and to tell your organizational story.

ASQ's Quality for Life™ initiative provides an opportunity to create awareness of quality professionals and their personal contributions to their communities and the world. To learn more about this and to see several Quality for Life stories, visit www.asq.org. Some SR stories featuring ASQ members are particularly focused on social responsibility, including "Getting Kids Off the Street" and "Transforming Botswana."

TheSRO*

*define the socially responsible organization

CONTACT INFORMATION

American Society for Quality
600 N. Plankinton Avenue, Milwaukee, WI 53201
1-800-248-1946

Web sites: www.asq.org and www.TheSRO.org

E-mail: sro@asq.org





Pathways to Social Responsibility

Successful Practices for Sustaining the Future

The focus of this year's *Pathways* stories is on three of the seven core areas of the ISO 26000 Guidance Standard on Social Responsibility: Community Involvement and Development, Organizational Governance, and Environment.

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GREETINGS!

The American Society for Quality (ASQ) is pleased to present the second issue of *Pathways to Social Responsibility*. This publication highlights organizations that have merged quality and social responsibility (SR) in creative ways to make a difference in their communities and throughout the world.

This is an exciting time for quality, SR, and ASQ. We are seeing quality move beyond the control and process improvement mentality and integrate with SR to permeate into the systems thinking of an organization. The movement to link quality and SR did not occur overnight. In the 2005 Future of Quality Study conducted by ASQ, SR was not even mentioned. Fast-forward to the 2008 Futures Study, and SR has surged to become the second key force that nearly 100 thought leaders have identified as a factor in shaping the future of quality.

The emergence of SR is not unique to the United States; it is growing globally. ASQ's Juran Medal this year is going to Jorge Gerda Johannpeter—a resident of Brazil—for his passion to increase the efficiencies and effectiveness of companies and government entities, and for his insight into the quality thinking and living of executives. He is an exceptional role model of quality within the executive ranks of the world, and has worked tirelessly to improve the quality of life in the Americas, especially in Brazil.

Later this year, we will celebrate the release of the draft international standard on social responsibility—ISO 26000. For the past five years, experts from more than 90 countries have worked on developing this standard. Accountability, transparency, and ethics have been a focus of quality gurus since the turn of the 20th century, and the ISO 26000 standard is seen as the culmination of these ideologies. Learn more about the upcoming ISO 26000 standard by reading the article on page 6.

ASQ's role in the SR movement is to provide quality tools and resources to individuals and organizations to help create sustainable programs that deliver bottom-line results. We hope you enjoy reading about the organizations and companies featured in this issue. We know there are many more excellent organizations with stories to be told, and we hope you'll share them with us.



*Roberto Saco, ASQ
Chairman of the Board*



*Paul Borawski, CAE,
ASQ Executive Director
and Chief Strategic Officer*

Roberto Saco
ASQ Chairman of the Board

Paul Borawski, CAE
ASQ Executive Director
and Chief Strategic Officer



MILWAUKEE'S PAST:

Gathering Place by the Water...

Long before oil became an important commodity, the availability of water determined where civilizations would gather, take root, and grow. And where water is scarce, people face enormous challenges.

Worldwide, the statistics are staggering:

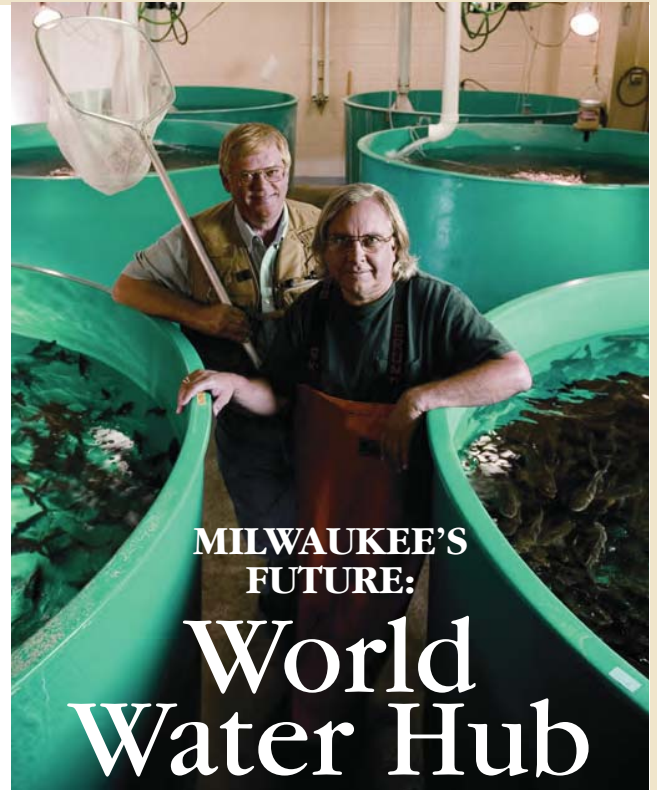
- At the current rate of water use, the United States will need 16 trillion additional gallons of fresh water per year by 2020 for municipal and light industrial uses. This equates to one-fourth of the combined outflow of all the Great Lakes.
- 1.2 billion people, or roughly the entire population of India, are at risk of adverse human health effects due to a lack of clean, available water.
- 2.6 billion people, or the combined populations of India and China, lack adequate sanitation, primarily due to water problems.
- 27,000 people die every day as a result of water borne disease—that's nearly 10 million people a year.

There is no doubt water will be one of the largest economic growth sectors in the world over the next several decades. From beer and beef to toothpaste and toilet paper, water is an important ingredient in manufacturing and processing hundreds of thousands of everyday products. Businesses consider the availability and quality of water when they're locating facilities, and a scarcity of clean water resources can hold up and limit economic development.

Foundation for Growth

Water was the foundation for Milwaukee's past growth and prosperity. Now the city is looking toward freshwater for a bright future, especially through its designation as a UN Global Compact City, recognized internationally as a center of freshwater expertise. Academic, business, and government researchers in Milwaukee will specifically tackle issues such as cleaning and reusing water used in aquaculture, reducing/eliminating cladophora (algae) in Lake Michigan, disinfecting storm water runoff, increasing wastewater treatment efficiencies, and speeding the adoption of new water technologies by municipalities.

The word "Milwaukee" comes from the Potawatomi *minwaking*, or Ojibwe *ominowakiing*, which means "gathering place by the water." Water industries such as meters, wastewater treatment expertise, and controls have played an important role in the city's development. With a concerted effort, water offers unparalleled



MILWAUKEE'S FUTURE:

World Water Hub

Scientists at UWM's Great Lakes WATER Institute, Fred Binkowski and Dr. Rick Goetz, are feeding Wisconsin's economy by developing new aquaculture technologies. Aquaculture is the fastest growing segment of U.S. agriculture.

opportunities for new jobs, new companies, and a distinguished brand for Milwaukee.

A combination of industry, academia, organizations, and government units are working together to promote new water-technology companies and resources in an effort to showcase the Milwaukee region as a resource in the world water marketplace. The area features:

- More than 120 water technology companies.
- The Great Lakes WATER Institute, the largest freshwater research institute on the Great Lakes.
- The University of Wisconsin-Milwaukee, home to the first School of Freshwater Sciences in the nation.
- A water law program at Marquette University and water business management emphasis at University of Wisconsin-Whitewater.

Milwaukee Water Council

The only organization of its kind in the United States, the Water Council is convening the region's existing water companies and research clusters, developing education programs to train talent, and building partnerships that cut across all sectors and geographic boundaries. Created by leaders in both business and education, the Council is successfully coalescing these tremendous attributes into a powerful hub for socially responsible development.

Visit www.milwaukee7-watercouncil.com for more information.

Defining SR:

ISO 26000 Nears Completion

It's difficult to get people from 90 countries to agree on anything. But the demand for a common understanding of social responsibility is so great that a multi-year effort to develop an SR standard is well on its way to completion.

In January 2005 the International Organization for Standardization (ISO) established a working group charged with developing an international standard providing SR guidelines. According to ISO, "The objective is to produce a guidance document, written in plain language that is understandable and usable by non-specialists, and not a specification document intended for third-party certification."

In its role as secretariat for the technical advisory group representing U.S. businesses and organizations' positions on the standard, ASQ has engaged its members and others in the rigorous examination, providing important feedback about a pragmatic approach to its implementation.

Following a mid-February vote to advance the draft standard, the global working group is now focusing on addressing the 2,650 comments to increase the level of consensus and the quality of the document. It will meet in May, and then circulate an updated document for review with a goal of publishing ISO 26000: Guidance on Social Responsibility by the end of 2010.

The guidance standard doesn't replace existing standards or agreements on SR, such as the United Nations' Universal Declaration of Human Rights. It's intended to be used by organizations of all sizes, in countries at every stage of development.

SR Integration

By all measures, many already integrate SR into their practices. At its basics, SR provides the opportunity for people to feel good about something and is "an important element of employee engagement. Perhaps more importantly, it is part and parcel of the human condition," said Boeing's Veronica Cavallaro.

These days, however, businesses view responsible citizenship as critical to their long-term strategic competitiveness. For example, Abbott calls it "a business discipline that's applied throughout our operations—including how we develop, manufacture, and market our products, run our business, protect the environment, and invest in building healthier communities."



According to the ASQ Business Case for Social Responsibility, the key drivers for quality and SR include:

- Product manufacturing and integrity from cradle to grave
- Modern understanding of quality and its value to society
- New career paths for quality professionals
- Systematic measurement of sustainable results
- Aggregation of responsible business practices
- Operational efficiencies and cost savings
- Credible and standardized tools, information, and resources
- Consumer preference for green (environmental) products and services
- Emerging government mandates to reduce greenhouse gas emissions
- Pressure from a diversity of stakeholders
- Regulatory standards focused on ethical behavior

Increasingly, organizations are choosing SR initiatives that connect to business and have measurable outcomes. It used to be environmentalists and social critics leading the way. Now companies are using SR to address environmental issues, such as climate change, and social issues, such as problem gambling.

Potential Mandates

With an eye on potential mandates, including the U.S. Security Exchange Commission's interpretative guidance on disclosure requirements relating to climate change and the Indian state of Gujarat proposal requiring businesses to contribute to social causes, public and private entities are awakening to the need to track their SR activity.

The journey begins by having a common understanding of SR through ISO 26000. It will make the pathway that much easier to travel.

For more information on the development of ISO 26000, visit <http://www.asq.org/standards/standards-and-social-responsibility>. To get involved in ASQ activities regarding social responsibility, visit www.TheSRO.org or e-mail sro@asq.org.



ABBOTT:

Embedding global citizenship strategy into business strategy

Overview

Founded in 1888 by Chicago physician Dr. Wallace C. Abbott, Abbott has emerged as one of the world's most diverse healthcare companies. The company has four primary businesses—pharmaceuticals, medical devices, diagnostics, and nutrition products. A critical component of Abbott's approach to citizenship is the company's efforts to integrate values-based, sustainable decision making throughout all levels of the organization.

"Abbott has developed a strategic approach to proactively understand, address, and manage the social, environmental, and economic impact of our company—and integrate this thinking into day-to-day operations," said Tracey Noe, senior director, global citizenship and policy. Abbott's Global Citizenship Working Group plays an important role helping to integrate Abbott's global citizenship strategy throughout the company. The working group also informs the company's citizenship strategy by listening to stakeholders, reporting on progress and performance, and initiating programs that address key societal needs while delivering business value.

Social Responsibility Challenge

Abbott has a long history of leadership in social responsibility and environmental sustainability—and the Public Policy Committee of Abbott's Board of Directors has reviewed the company's policies and practices in these areas for decades. Responsibility for advancing the citizenship agenda historically was handled through a decentralized model, with the company's office of ethics and compliance, environmental health and safety organization, and its non-profit philanthropic fund handling different elements of reporting. However, as stakeholders demand increasingly rigorous measurement systems to track citizenship performance, Abbott has continuously worked to improve its internal processes and procedures to ensure that citizenship strategy is fully embedded in its business strategy.

Solutions

When the company released its first global citizenship report in 2001, the process was almost entirely manual—collecting data from multiple operating units, using several different software programs. "We knew we had to improve and institutionalize the process for tracking and reporting on sustainability programs," Noe said. The company

SOCIAL RESPONSIBILITY

Company name: Abbott
Location: Chicago, Illinois
Web site: www.abbott.com
Founded: 1888
Scope: Global
Employees: Approximately 83,000



Abbott's citizenship efforts are recognized as world class.

developed a Global Citizenship Working Group representing a broad range of departments and functions to integrate its citizenship programs, develop consistent metrics, and ensure collaboration.

Since then, Abbott has continuously updated the working group's membership to better represent the breadth and scope of its diverse global business, while breaking down internal silos. Members now include representatives from corporate strategy, corporate purchasing, global EHS, office of ethics and compliance, quality and regulatory affairs, human resources, investor relations, government affairs, and commercial operations.

Measurement

As a result of the Global Citizenship Working Group, Abbott's citizenship strategy is more effectively integrated across the company. Abbott leaders are accountable for pushing the company's values deep into the organization, where they can influence the day-to-day decisions that are made across the company and around the world. The company's citizenship efforts are recognized as world class. The Dow Jones Sustainability Index has listed Abbott among the top 10 percent of the 2,500 largest companies worldwide for five consecutive years.

Other SR Involvement

The Global Citizenship Working Group also has helped to refine Abbott's citizenship approach in four key areas: advancing medical innovation; enhancing access to healthcare; protecting patients and consumers by promoting quality and safety in its operations; and safeguarding the environment.





BEREA COLLEGE:

A living learning environment for sustainability



At Berea College, sustainability is a continuation of a century-long tradition.



Overview

Founded in 1855 as the first interracial and coeducational college in the South, Berea College is a Christian liberal arts work college in Berea, KY. The school is unique in that it charges no tuition and admits only academically promising students, primarily from Appalachia, who have limited economic resources. Berea's commitments and educational programs have brought the college national recognition; *U.S. News & World Report* has repeatedly named it the no. 1 regional college in the South.

Social Responsibility Issue

Although many college students today are interested in the environment, the students who apply to Berea College often are much more concerned about financial issues. The average family income of Berea's 1,500 students is \$27,600, which wouldn't even cover a year's tuition at many colleges. Through grants and required work, low-income students can afford both a strong academic program as well as a holistic approach to social and environmental issues at Berea College.

Solutions

Sustainability on campus has grown in popularity in America over the past few years, but at Berea, it's a continuation of a century-long tradition. In addition to its distinctive socially conscious approach since the 19th century, the school has had a campus-wide commitment to the environment since the 1990s when Larry Shinn became Berea's eighth president.

Back then, the campus developed a strategic plan that included the importance of students understanding their relationship to human fabricated worlds and the natural worlds in the classroom, workplace, and home. Berea's plan has led to \$116 million in campus building renovations that meet LEED® Silver standards.

"Our philosophical framework is built around educating ourselves and our students in sustainable living," Shinn says. Some of its early initiatives include:

- **Developing curriculum.** A multidisciplinary Sustainability and Environmental Studies Program includes both the sciences and policy issues surrounding sustainability.

SOCIAL RESPONSIBILITY

Company name: Berea College
Location: Berea, Kentucky
Web site: www.berea.edu
Founded: 1855
Scope: Regional United States
Employees: 485

- **Developing sustainable agriculture.** Some 60 acres of the college's 400 acres of land is set aside for organic farming, which is used both as a teaching tool and as a local food supply.
- **Developing an eco-village.** With a large number of single parents from Appalachia's rural and urban areas, it was important to develop housing where sustainable education and living come together. The apartments and a demonstration home use 50 percent less energy and water than conventional homes, and social components are included, such as a car-sharing program.

"Sustainability is one of the very best tools low-income students can use to succeed, whether they return to a small Appalachian town or—like some of our graduates—go on to Wall Street," Shinn said.

Measurement

Through its extensive, decade-long 26 building renovations, Berea College used 52 percent less BTUs of natural gas in 2009 over its 1999 BTU usage, and provides 15 percent of its cafeteria food from its own farm and local producers.

Other SR Involvement

The college expends more than \$7 million a year in a variety of federally funded educational programs that serve some 4,000 K-12 students in low-income Kentucky counties. Berea's social conscious educational approach also is reflected in its graduates, 52 percent of whom work in nonprofit jobs. For more information, visit <http://www.berea.edu/sens/default.asp>.



BOEING: Quality tools take SR to new heights

Overview

Boeing is the world’s leading aerospace company and the largest manufacturer of commercial jetliners and military aircraft combined. With operations in 70 countries, the company is organized into two business units: Boeing Commercial Airplanes and Boeing Defense, Space & Security.

Most people are familiar with the impact the company has on aerospace, but what makes Boeing stand out in the world of social responsibility is its willingness to bring the same quality tools and processes it uses in its own factories and offices to the world of nonprofits.

Social Responsibility Issue

Each year, community investors at Boeing locations around the world develop project ideas and review grant applications with local nonprofit agencies. Over the past two years Boeing contributed more than \$100 million to nonprofits worldwide. But the cycle time between granting the awards and the beneficiaries receiving the support needed to be improved.

Solutions

Providing products and services designed through innovation, quality, and forward thinking is part of Boeing’s values. Lean+ is the company’s one overarching continuous improvement approach. It provides a common language, tools, principles, and training to drive improvement, fuel productivity, and free up resources to invest in growth.

“Through our Lean+ efforts, we have a systematic approach to identifying the root cause of problems, and then we develop appropriate innovative counter-measures,” said Anne Roosevelt, vice president, global corporate citizenship.

“Now we’re using these quality tools and systems to help our community investors be more effective in grant making as well as supporting agencies in the execution of their work. We’re extending Lean+ from our own factories and offices into the community.”

In a 2008 improvement activity, aimed at identifying and addressing funding bottlenecks, Boeing mapped out the entire value stream, from the first conversation with a nonprofit agency to the ultimate grant payment. With a facilitator, community investors from different business units, IT professionals, legal representatives, financial specialists, and others participated in the mapping exercise.

By integrating technology, payment services, and communications, they were able to provide a Web-based approach that drastically improves corporate citizenship efforts.

Improving the cycle time between grant awards and receipt of support allows the agencies to focus on their core responsibilities. As a result, agencies and Boeing community investors have more time to focus on adding value rather than performing administrative duties, Roosevelt said. Everyone is more productive because of the improved process.

“By sharing the same skills and knowledge we use on the job to help others be successful, we’re demonstrating how corporate citizenship is as much a part of our culture as our expertise in flight and technology,” she said.

Measurement

Roosevelt stresses the importance of setting baselines and targets for the future. The new grant making process has reduced the grant payment cycle time by 35 percent in the United States and 20 percent elsewhere.

Other SR Involvement

Five focus areas and corresponding objectives provide definition to Boeing’s community investment efforts and reflect different parts of the community system. Find more information on Boeing’s SR efforts at http://www.boeing.com/companyoffices/aboutus/community/2009_report/index.html.



Nonprofits worldwide benefit from Boeing’s Lean+ systematic approach to improving the cycle time and receipt of grant support.



SOCIAL RESPONSIBILITY

Company name: Boeing Company
Location: Chicago, Illinois
Web site: www.boeing.com
Founded: 1916
Scope: Global
Employees: 157,000



CISCO:

Cisco education programs welcome people to the human network



After visiting earthquake devastated Sichuan, China, Cisco CEO John Chambers (top photo) launched a three-year program to assist with the rebuilding.

Overview

Cisco is the worldwide leader in networking for the Internet. A multinational corporation with 65,500 employees and annual revenue of \$36.1 billion, Cisco designs and sells consumer electronics and networking and communications technology and services. Helping communities through education, healthcare, and economic development improves the welfare of individuals, their families, their communities, and their countries while nurturing new and existing markets to make business more sustainable.

Social Responsibility and the Global Economy

No company, country, or region can fully participate in the global economy without an educated, healthy work force. Cisco Social Responsibility (CSR) provides scalable, replicable, and sustainable programs to help prepare people to thrive in a connected global economy and assume leadership for economic and societal challenges in both developed and emerging countries. These efforts are especially important in areas that have been affected by natural and economic disasters.

Solutions

Cisco's SR efforts began when its earliest employees helped network schools in its Palo Alto, CA, neighborhood. Now, Cisco's Networking Academy may be the largest educational organization of its kind in the world, collaborating with schools, governments, and communities to help students prepare for in-demand information and communication technology (ICT) jobs and career certifications. Cisco has invested more than \$350 million in the program to date, and currently offers 14 courses to more than 900,000 students.

Cisco is advancing its educational efforts by collaborating with the public sector, NGOs, and other companies to develop community healthcare, education, and economic development infrastructures that are globally scalable, replicable, and sustainable. For instance:

- In the United States, Cisco launched the Workforce Retraining Initiative, a joint effort between the private sector and government to help retrain workers in broadband infrastructure, network security, and health-care information technology. The program launched in collaboration with community colleges and universities across Michigan, one of the hardest hit states of the economic recession.

SOCIAL RESPONSIBILITY

Company name: Cisco
Location: San Jose, California
Web site: www.cisco.com
Founded: 1984
Scope: Global
Employees: 65,500

- After the devastating May 12, 2008, earthquake in Sichuan, China, Cisco launched a three-year program to assist with the rebuilding. The resulting "Connecting Sichuan" program is designed to improve accessibility and quality in healthcare and education. By leveraging ICT, Cisco and its partners are building innovative models of 21st century healthcare and education that improve the lives and communities adversely affected by the earthquake and can then be scaled across China, if not globally.

"CSR is a core Cisco value. We believe our CSR strategy contributes to our long-term value as a business while also helping to build a stronger, healthier global community. This community, in turn, supports and sustains the markets within which our business can thrive," says Tae Yoo, senior vice president, corporate affairs.

Measurement

Cisco is now embedding a common CSR business process in its individual business functions so that performance can be measured in a repeatable fashion. This common process formalizes a goals/initiative/measure cycle that Cisco uses to effect continuous improvement.

Other SR Involvement

Cisco corporate social responsibility programs are designed to provide long-term benefits to its employees, customers, shareholders, partners, and individuals in communities worldwide. The company focuses on three main areas: attracting and retaining the best and the brightest employees, developing solutions for achieving environmental sustainability, and building strong, productive communities through social investments.





DISCOVERY WORLD: A fresh approach to clean air

Overview

Discovery World is committed to demonstrating business innovation and environmental sustainability by tackling local issues and providing technical approaches that also can create an engine for economic development.

The institution operates in a 120,000-square foot educational facility that includes interactive science, technology, and freshwater exhibits, learning labs, theaters, television and audio studios, and fresh and saltwater aquariums. One current special exhibit demonstrates how state companies are involved in green technologies.

Social Responsibility Issue

Discovery World programs explore the relationship between the natural world of environmental sustainability and that of technology, innovation, and economic opportunity. The goal is to motivate informed practical action in the world outside of the Discovery World center. One concern in Southeastern Wisconsin is the impact of transportation on clean air. The challenge is to develop an exhibit and public education program that is engaging while encouraging good driving habits and wise transportation choices that can impact air quality in our region.

Solutions

Discovery World's Clean Air Trek program, cosponsored by the Wisconsin Department of Natural Resources and the Department of Transportation, is aimed at young drivers but also is applicable to their parents. According to Paul

Krajniak, Discovery World's executive director, "It's all about showing how to get more money, memories, miles, and pleasure out of the driving experience."

With colorful graphics and interactive displays, the exhibit lets guests explore the effect of vehicle emissions on human health and the atmosphere—and the impact on future development. Visitors get a chance to practice eco-driving techniques that save energy and money; learn about air chemistry, alternate fuels, and technologies; as well as explore the need for more walkable neighborhoods and better ways to move through the city.

Beyond the exhibit, Discovery World is reaching out to the community through curriculum, bus shelter signs, and radio commercials to encourage people to recognize how their transportation choices affect the environment. A guidebook, *Clean Air Trekker's Handbook for the Pre-Driver*, is aimed at convincing emerging adults to view their communities in a new way.

Museum planners enlisted help from Milwaukee Montessori High School students to round out the public education program. Discovery World educators and area professionals helped students learn the skills needed to develop a Web site and blog, do "on the street" interventions, design a banner, create a booklet, and produce a short video for use on the Web and in the exhibit area.

"This is an exciting time to be a driver. It's also an incredible time to be a young person interested in engineering, biotechnology, and innovation," Krajniak says. "We want them to change their habits and keep clean air in mind as they become the new urbanists."

Measurement

The Eco-Driving Simulator touch screen captures demographic information, measures knowledge gained from their exhibit experience, and gauges visitors' behavioral intentions after they leave the exhibit floor. Future communications with visitors will track actual driving practice to show how the driving lessons are making a difference in Southeastern Wisconsin air quality.

Other SR Involvement

Several other exhibits link human innovation and the natural world. Visit www.cleanairtrek.com for more information.



This "Air Optimist" panel (top photo), an intervention at a bus shelter, is an example of Discovery World's "Museum on the Street" initiative.



SOCIAL RESPONSIBILITY

Company name: Discovery World
Location: Milwaukee, Wisconsin
Web site: www.discoveryworld.org
Founded: 1982
Scope: Local
Employees: 70



Dominion[®]

DOMINION RESOURCES: Energizing volunteers for community service



Looking at Dominion's robust site-based volunteer practices from a companywide perspective, including policies, led to improvements in community involvement at both the site and company levels.

Overview

Dominion is one of the nation's largest producers and transporters of energy. The company serves retail energy customers in 12 states, and its outreach is directed primarily to the states in which it provides electricity and natural gas: Virginia, Pennsylvania, Ohio, North Carolina, and West Virginia.

Dominion employees have worked for years with local agencies on projects to improve the environment and the community as part of the "Putting Our Energy to Work for the Environment" campaign. All non-union, full-time employees are given a day off of work each year for volunteer service. In addition to the tangible benefits to local agencies, the employees learn teamwork and leadership.

"The volunteer experience connects our company to the community in ways that our pipes and wires cannot," said Tom Farrell, chairman, president, and CEO, and a strong supporter of Dominion's volunteer program. "One is human service; the other is public service," he explained. "Both are critically important and mutually supportive. Dominion volunteers give our company its human dimension and put smiles on the faces of those we serve—whether in schools, nursing homes, or food banks."

Social Responsibility Issue

Dominion was pleased with the results of its volunteer corps, but company leaders wanted to be sure the time was well spent—both for the employees and for the agencies that receive the benefit.

Solutions

Set around the 9/11 National Day of Service, Dominion sponsored a volunteer training day at its corporate training center in Richmond, VA, to learn what was working and what needed to be improved. Although they have conducted individual sessions in the past, this was the first time that all volunteer leaders were connected via teleconference.

"We decided that on a companywide level we needed to review high-level issues, including policy, the current political climate, and national volunteer statistics," said Bill Hall, vice president of corporate communications and community affairs. "We also thought that since everyone would be together, it would be a great time for us to have regional meetings with our councils."

SOCIAL RESPONSIBILITY

Company name: Dominion Resources

Location: Richmond, Virginia

Web site: www.dom.com

Founded: 1909

Scope: US Regional

Employees: 17,000

At the training, ideas for expanding and improving local volunteer programs were shared, such as developing junior volunteers to engage students who have community service hour requirements and to help the company make connections for recruitment purposes. Participants also developed a list of monthly volunteer projects to allow people to plan their annual volunteer hours.

The training was encouraging, and the volunteer coordinators left feeling rejuvenated, according to Farrell. "It has led to site-based improvements as well as company-wide efforts such as a newsletter highlighting volunteer activities and a calendar of major projects," he said. The training will be repeated to assure continuous improvement.

Measurement

Dominion employees have a well-known track record for generous volunteer work in their communities. In 2009, employees logged 125,000 hours in a volunteer database, beating the 120,000-hour goal set for the year.

Other SR Involvement

In addition to its community service projects, the Dominion Foundation awards grants totaling close to \$20 million annually to agencies throughout its service area. To learn more about Dominion's SR efforts, visit <http://www.dom.com/about/community/index.jsp>.





IBM: Helping clients use SR more strategically

Overview

IBM is a globally integrated technology and services corporation headquartered in Armonk, NY. The objective of IBM's corporate social responsibility initiatives is to strategically focus the company's best and most valuable resources—its technologies, especially the innovative solutions that come from its world-class research laboratories—and its employee talent and expertise. IBM applies these assets against critical societal issues and problems such as education, health, energy and the environment, language/literacy, sustainable and vibrant cities, disaster relief, and culture to assist communities around the world.

Social Responsibility Issue

IBM has long history of corporate SR and has received numerous awards for its involvement. Its approach to addressing complex issues—including childhood cancer, literacy, and entrepreneurial support—goes beyond donating technology and money by taking its own expertise in SR and using it as a business offering.

"We're often seen as being IT-focused. When it comes to social responsibility, however, both in our own operations and for our clients, we aren't pigeon-holed into technology. We have a different kind of focus: helping companies develop their social responsibility strategy and practices," said Daniel Aronson, global offering lead for corporate social responsibility and sustainability for IBM's strategy consulting practice.

Solutions

IBM worked with Jantz Morgan, a Boston financial services firm, to develop more strategic and powerful SR initiatives.

Sean Morgan, Jantz Morgan's president, said the

engagement touched on multiple pillars of the company's responsibility efforts: "We asked IBM to help us make our corporate social responsibility more strategic, from examining our stakeholders to improving the linkage to our business strategy to helping us think about metrics to manage our firm's CSR initiatives."

IBM worked with Jantz Morgan to create a template for success that can help other companies and organizations integrate SR principles into business strategy:

- Determine SR principles
- Identify key stakeholders and how to engage them
- Evaluate values
- Engage employees
- Define the tools and insights required to develop a strategic set of SR initiatives
- Review industry best practices
- Develop a road map to reach strategic CSR objectives

"By developing an SR foundation for their business strategies, companies have an opportunity not only to protect themselves, but actually grow their businesses by retaining customers and attracting new ones through their integrity and their authentic contributions to society," said Aronson.

IBM used a research-based approach to rank and compare each SR priority, as well as the acquisition process they would have to follow to acquire and retain clients. Then they determined which types of SR initiatives would be best at attracting those kinds of individuals and organizations and matched with what had the most value to the community and the world.

"Working with Daniel and the IBM team, we were able to make our social responsibility initiatives more strategic and more valuable and to find innovative ways [to] involve others in making the world a better place," said Morgan.

Measurement

IBM used quantitative weighting and ranking to paint a picture of the kinds of organizations and individuals they wanted to be in touch—just as marketing researchers would do for advertising.

Other SR Involvement

IBM is involved in many other SR activities. For more information, visit <http://www.ibm.com/ibm/responsibility/index.shtml>.



IBM uses a research-based approach to rank and compare SR priorities and is helping other companies do the same.



SOCIAL RESPONSIBILITY

Company name: IBM
Location: Armonk, New York
Web site: www.ibm.com
Founded: 1896
Scope: Global
Employees: 398,000



JOHNSON FINANCIAL GROUP: Johnson Financial Group saves resources and money



Focus on Energy awards Johnson Financial Group with a \$40,000 check for sustainable (energy reduction) initiatives.

Overview

Johnson Financial Group is a full-service, financial services company with \$5.9 billion in assets that offers banking, trust, insurance, and investment solutions to individuals, families, and businesses through offices in Wisconsin and Arizona. Founded in 1970 by Samuel C. Johnson, fourth generation leader of one of the most successful privately owned companies in the world, it currently is led by his daughter Helen Johnson-Leipold, who serves as chair.

Social Responsibility Challenge

Even for a privately held company, keeping operating costs low sends a message to customers that the company is dedicated to meeting the financial bottom line, especially during tough economic times. Additionally, Johnson Financial Group wanted to uphold the social responsibility ideals of its founder. Through a comprehensive campaign to improve its operations, the company is finding social, environmental, and economic success.

Solutions

Johnson Financial Group's vision statement includes several items that encompass SR. Using these principles, Johnson Bank undertook a major campaign to save money by involving employees in reducing resource use and decreasing waste. For instance:

- **Reducing Transportation.** Reconfigured conference rooms offer projectors and video conferencing equipment that reduce the need for business travel, thus saving money and fuel. Flexible policies allow for work-at-home options and on-site services such as dry-cleaning, alterations, shoe repair, an exercise room, and a café reduce the need for additional travel.
- **Developing Green Buildings.** The company's Brookfield, WI, office received LEED® certification for its building that features light shelves to re-direct more natural light, environmentally friendly refrigerants, and a smoke-free environment.
- **Reducing Energy Use.** Johnson Bank installed energy management controls on the heating, cooling, and ventilation system in the corporate headquarters; upgraded lights at all locations; provided personal environment modules in cubicles to regulate task lighting, heating, and cooling; and changed the temperature three degrees at 25 locations.

- **Education.** Associates from IT and facilities have attended energy seminars, and educational classes are held to demonstrate green printing practices.
- **Paper Reduction and Decycling.** Most network printers have been set for duplex printing, materials for Johnson Bank Board of Directors meetings are being sent electronically, bathroom towel dispensers now have touchless hand sensors saving more than \$6,000 each year, and the JPODS—Johnson Paperless Output Delivery System—is taking a fresh look at how information is delivered to clients.
- **Waste Reduction.** Through a corporate recycling program, all paper office products are recycled. Once a year, a company clean-up day encourages cleaning out all unneeded hardcopy files as well as electronic storage files.

SOCIAL RESPONSIBILITY

Company name: Johnson Financial Group

Location: Racine, Wisconsin

Web site: www.johnsonbank.com

Founded: 1970

Scope: Wisconsin, Arizona

Employees: 1,267

Measurement

The company has reduced energy consumption at its corporate headquarters for three consecutive years. One project alone saved 500,000 kilowatt-hours of electricity, 17,000 therms of natural gas, and eliminated more than one million pounds of carbon dioxide per year.

Other SR Involvement

Johnson Financial Group Employees collectively volunteer tens of thousands of hours of community service as part of Adopt a Highway and then Adopt a River Day and Habitat for Humanity. For more information, visit www.thenameaboveourdoor.com.





MCDONALD'S CORPORATION:

McDonald's finds tasty recipe for supply chain sustainability

Overview

McDonald's is the leading global foodservice retailer with more than 32,000 local restaurants in more than 100 countries. About 80 percent of McDonald's restaurants worldwide are owned and operated by franchisees, and the company spends about \$20 billion on food and paper alone.

Social Responsibility Issue

People have always expected their meals to taste good, but a growing number of consumers also want to know that the food is supplied by companies that follow sound environmental, safety, and social practices. It's one thing to assure that in North America; it's another to make it a global practice and at the same time balance program costs with affordability.

Solutions

McDonald's works closely with its direct suppliers to continuously improve the practices that impact employees, communities, the environment, and—most important—customers. In 2007, the company created a global governance structure, the Sustainable Supply Steering Committee (SSSC), which includes representatives from its worldwide supply chain management, supply chain departments from each area of the world, corporate social responsibility, and corporate communications.

This committee is responsible for guiding McDonald's in its vision for sustainable supply by identifying global priorities and ensuring progress in ways that complement local priorities and efforts. In addition, suppliers that represent global product leadership for major purchases such as beef or dairy participate to include product-specific sustainability initiatives in their strategies. Finally, the company has extensive stakeholder engagement with NGOs and universities to listen, learn, and provide credibility, according to Bob Langert, vice president of corporate social responsibility.

Some initiatives were developed as a reaction to public pressure, but the company's efforts have become much more proactive by setting its own priorities and actively seeking ways to build public trust. Best farming practices are being advanced through Europe with McDonald's Flagship Farms program, which includes a Web site (www.flagshipfarms.com) to help share sustainable farming concepts.

From a business perspective, its efforts mean McDonald's is providing a consistent supply—no one wants to run out of potatoes for french fries. "But it's not

SOCIAL RESPONSIBILITY

Company name: McDonald's Corporation
Location: Oak Brook, Illinois
Web site: www.aboutmcdonalds.com
Founded: 1948
Scope: Global
Employees: Not disclosed

just about making McDonald's better. It's about making the broader system better, too. We're working with the suppliers to understand industry-wide sustainability challenges and opportunities related to their products. McDonald's can use our size and recognized brand to be a positive influence by raising questions, bringing people to the table, and encouraging improvement," Langert said.

Measurement

Through cooperative efforts, the SSSC integrated sustainability measures into the company's Supplier Performance Index, which is used to evaluate overall environmental, social, and financial attributes. Recent measurements include:

- More than 98 percent of the fish was sourced from fisheries with favorable sustainability ratings
- Some 97 percent of the 500 approved abattoirs (animal handling facilities) were audited for animal welfare, and 99 percent of those passed their audits.

Other SR Involvement

McDonald's involves its SR values in many ways:

- **Educate.** Making the McDonald's system more aware of the true meaning of its values and how they contribute to success; engaging in open discussion on the potential tensions between specific values; and sharing innovations and best practices that stem from putting its values to practice in tangible ways.
- **Integrate.** Integrating values in key business processes such as employee orientation and training and the development of leadership competencies.
- **Measure.** Incorporating values into an annual employee commitment survey and employee performance appraisals.



McDonald's Corporation is committed to engaging and working with suppliers who share its values and provide fair and safe working conditions for their employees.





NORTH MISSISSIPPI MEDICAL CENTER

NMMC:

Community communications as a wellness issue



Top photo: Area students learn from Patients Please and other interactive exhibits at HealthWorks! The curriculum-based, interactive health center enhances health and science curricula for area schools and helps effect lifelong change for healthier lifestyles among area children.

Overview

Located in rural Mississippi, the North Mississippi Medical Center (NMMC) is the flagship hospital and tertiary referral center for North Mississippi Health Services, a nonprofit, integrated healthcare delivery system that serves 24 rural counties in northeast Mississippi and northwest Alabama. At 650 beds, NMMC is the largest non-government hospital in Mississippi and the largest rural hospital in the United States.

NMMC was the recipient of the prestigious 2006 Malcolm Baldrige National Quality Award*, the nation's highest presidential honor for organizational performance excellence.

Social Responsibility Issue

NMMC's mission and vision—to continuously improve the health of the people of the region—is woven into its organizational culture and governance. It's a critical need: The state is ranked in last place for healthcare among all the states, according to the Commonwealth Fund. Assessing current and future health issues of Tupelo and the surrounding communities is a constant challenge.

Solutions

One key is strong communications, according to John Heer, president and chief executive officer of North Mississippi Health Services, parent company of NMMC.

"The community owns us, and we take their concerns very seriously," Heer said. He oversaw an expansion of the medical center's outreach through development of large community boards. More than 180 community members bring community concerns and help provide direction as NMMC seeks to improve its critical success factors: people, service, quality, financial, and growth.

NMMC listens and learns from its customers through a rigorous satisfaction survey process, a community relations facilitator, regular community health assessments, and a comprehensive complaint management process.

"We send a weekly e-mail to thousands of people all over the area," Heer said. "We offer praise where praise is due, but we also indicate where we're having problems. We have the direct support of the board. It's not sugar-coated."

The audience includes some 6,000 employees and physicians and the news media in an effort to provide transparency. And as the first institution to voluntarily become fully integrated, NMMC makes a conscious effort to reach all audiences and mirror the community. People are encouraged to respond and ask questions, thus creating a culture of openness.

SOCIAL RESPONSIBILITY

Company name: North Mississippi Medical Center

Location: Tupelo, Mississippi

Web site: www.nmhs.net

Founded: 1937

Scope: Local

Employees: 6,260

Measurement

In 2009, NMMC provided community services to more than 203,000 people through health fairs, screening, health education classes, and immunization clinics held in rural churches, area industry, schools, and other locations. Information about NMMC's community service is available at <http://www.nmhs.net/communityreport.php>.

Other SR Involvement

Through the Health Care Foundation of North Mississippi, NMMC provides medications and nutritional support for needy patients; life saving equipment and training for medical students; and community health and wellness programs, especially those that improve children's health services. For instance, in 2008, the community donated \$6.2 million to develop HealthWorks!, a curriculum-based, interactive health education center that offers hands-on learning to area schoolchildren from kindergarten through 8th grade. For more information, visit <http://www.nmhs.net/hcf.php>.



*ASQ is the administrator of the Malcolm Baldrige National Quality Award Program.



POTAWATOMI BINGO CASINO:

Making a sure bet helps patrons know their limit

Overview

The Forest County Potawatomi tribe in Wisconsin opened Potawatomi Bingo Casino in 1991. This entertainment and gaming center in Milwaukee attracts nearly six million visits a year and employs more than 2,500 team members. Its commitment to social responsibility, however, is based on Native American values and beliefs that can be traced back hundreds of years.

The casino has adopted the Business for Social Responsibility definition of SR—“operating in ways that honor ethical values and respect people, communities, and the natural environment in their efforts to strive for commercial success.”

Potawatomi Bingo Casino focuses on five key areas of SR, but its no. 1 social priority is responsible play, which addresses responsible gambling.

Social Responsibility Issue

Research has shown that the overwhelming majority of people who gamble do so responsibly and as a form of entertainment. Nonetheless, a small portion of the population can develop a serious, sometimes uncontrollable problem with gambling. Potawatomi Bingo Casino understands the potential impact this can have and is committed to making people aware of the risks as well as supporting resources for those who need help.

Solutions

The casino has taken numerous steps to increase awareness of problem gambling with both its guests and team members. It collaborates with agencies that address responsible gambling, including the National Council on Problem Gambling and National Center for Responsible Gaming. A casino representative serves on the Board of the Wisconsin Council on Problem Gambling (WCPG), and the casino is the largest private contributor to the organization. Funding from Potawatomi Bingo Casino provides training for counselors specific to gambling addiction and helps the WCPG offer a 24-hour helpline. Other ongoing efforts include:

- Training for Potawatomi Bingo Casino team members
- Supporting a self-restriction program
- Integrating safe gambling messages, “Make a sure bet; know your limit,” into marketing materials
- Providing helpline messages and materials within the casino and on its Web site

SOCIAL RESPONSIBILITY

Company name: Potawatomi Bingo Casino

Location: Milwaukee, Wisconsin

Web site: www.paysbig.com

Founded: 1991

Scope: Local/regional

Employees: Approximately 2,600

- Promoting National Problem Gambling Awareness Week
- Developing policies to address underage access to the casino and supporting educational efforts aimed at youth
- Maintaining a responsible gaming committee to continuously improve their efforts

“Potawatomi Bingo Casino is committed to investments that maintain our business as a leading entertainment destination. It absolutely means investing in addressing social issues that could hamper our business, including problem gambling. If our guests are enjoying themselves and the community sees us as a partner in both business and social issues, then we are successful,” said Mike Goodrich, general manager.

Measurement

Potawatomi Bingo Casino measures its success in a variety of ways including community perception research, monitoring the number of helpline cards picked up in the casino, tracking the number of individuals that self-restrict, and guest satisfaction surveys.

Other SR Involvement

Potawatomi Bingo Casino is building on its tradition of responsibility through sustainable business practices; donations to hundreds of charitable organizations; providing economic impact through employment, supporting vendor businesses, and by making payments to state, county, and city governments; attracting and retaining a diverse team by providing good working conditions, competitive wages, and opportunities for advancement; and preserving its culture by passing down traditions and values that help guide future generations. Find more information on its SR efforts at paysbig.com/social.



The casino adheres to its Social Responsibility Statement of Commitment: Manage all operations for the long-term benefit of the business and those we affect now and in the future.





Smithfield

SMITHFIELD FOODS:

Providing good food responsibly means going above and beyond to be good stewards of the environment



Above photos: Smithfield Foods helps put healthy meals on children's plates by providing fresh and processed meats to 1600 Kids Cafes, serving low-income kids nationwide. Below: Smithfield employees in action.



Overview

With sales of \$12 billion, Smithfield Foods is a global food company and the leading processor and marketer of fresh pork and packaged meats in the United States. Through its wholly owned locations, independent operating companies, and joint ventures, the company produces more than 50 brands of pork and turkey products along with more than 200 gourmet foods.

Social Responsibility Issue

Consumers increasingly pay attention to the conditions in which food is raised and processed. In the past, Smithfield Foods was criticized for a perception of poor environmental practices, and the company was fined for environmental violations. To address these issues and develop best operating practices, the company began utilizing an environmental management system (EMS) to identify and manage operational elements that could affect the environment, and to reward employees who advance the initiative.

Solutions

In 2001, Smithfield Foods' Murphy-Brown livestock production subsidiary became the world's first livestock production company to receive ISO 14001 certification, the EMS standard that includes formalized practices to protect the environment, including manure handling, waste treatment systems, water conservation, sanitation, and good housekeeping practices. Dennis Treacy, vice president, environmental and corporate affairs, is a former director of the Virginia Department of Environmental Quality who now leads the efforts.

"Using ISO 14001 gives us not only a framework for good practices but also third-party verification to let the public know we're walking the talk," Treacy said. By 2009, Smithfield Foods had 578 worldwide 14001-certified facilities.

Additionally, through its Environmental Management Award, Smithfield Foods recognizes its employees for outstanding efforts in implementing the company's environmental policy and practicing local stewardship. Categories focus on production processes, energy and water conservation, waste reduction/pollution prevention, wastewater treatment, and community outreach. The company also recognizes existing best practices by giving an award to the Best Recycling of a Previous Year's Project.

Smithfield Foods was also recognized for its efforts: In 2008, the company received the first McDonald's Sustainability Award; in 2009, four subsidiary facilities received Environmental Achievement Awards from the American Meat Institute Foundation.

"It's exciting to work in a place where this is happening," Treacy said. "Ten years ago, plant workers just went to work and went home. Now, they're rewarded to think innovatively. It's not a finger snap—it takes time to get trained and work as a team. But we know if we don't pay attention to environmental protection, worker safety, and food safety, we're out of business."

SOCIAL RESPONSIBILITY

Company name: Smithfield Foods Inc.

Location: Smithfield, Virginia

Web site: www.smithfieldfoods.com

Founded: 1936

Scope: Global

Employees: 57,000

Measurement

Smithfield Foods focuses on continuous improvement. For instance, the Wilson, NC, plant reduced truck deliveries, saving fuel and wear and tear of vehicles, as well as providing annual savings of almost \$56,000. In Wichita, KS, a team added photo sensors to control wash water for hot dog sticks, saving 14 percent of overall plant water and 41 percent of rinse water. And a Polish plant put in a closed loop glycol system to replace single-pass cooling water, annually saving 2.4 million gallons of water.

Other SR Involvement

Smithfield Foods is committed to environmental leadership, food safety, employee safety, animal welfare, and community involvement. Find more information on its social responsibility efforts at <http://www.smithfieldfoods.com/responsibility/reports.aspx>.

ACKNOWLEDGMENTS

Social Responsibility Advisory Council (ASQ Volunteer and Staff Leaders)

- Roberto Saco, Chair, Social Responsibility Advisory Council and Chairman, ASQ (2009-2010)
- Ron Atkinson, Past President, ASQ (2006-2007)
- Thomas Mosgaller, Past President, ASQ (2001-2002)
- Paul Borawski, ASQ Executive Director and Chief Strategic Officer
- Michelle Mason, ASQ Managing Director

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Executive Sponsor

- Potawatomi Bingo Casino



Thank You to Our Sponsors

Developing a movement to align quality and process improvement methodologies to social responsibility requires the support of many individuals and companies. We appreciate the ongoing encouragement of:

- AccuTrans – Milwaukee
- Capital Grille – Milwaukee
- Discovery World – Milwaukee
- Intercontinental Hotel – Milwaukee

ASQ SPENCER HUTCHENS MEDAL

The ASQ Spencer Hutchens Medal, new in 2009, recognizes the achievements of an individual who demonstrates outstanding leadership as an individual, business leader, and cause advocate for social responsibility, primarily focusing on the marketplace, environment, workplace, and community. The medal seeks to showcase how the individual's impactful results have led to societal change.

The 2009 recipient of this inaugural achievement is **Joanne Adrianna Vinceten**. Vinceten is being recognized "for her understanding of social responsibility and her success in community development, human rights, consumer issues, and her passion for the work that results in social and environmental improvement." She will be recognized at ASQ's World Conference on Quality and Improvement May 23, 2010.

If you would like more information, or to nominate someone who meets the criteria of this medal for 2010, please contact Karen Prosser at ASQ at kprosser@asq.org.

For nomination forms and criteria, visit <http://www.asq.org/about-asq/awards>.





GROWING POWER plants seeds for community sustainability

Balancing the availability of fresh, healthy food with affordability is a key initiative of Growing Power, an urban agriculture organization headquartered in Milwaukee, WI.

Led by former professional basketball player Will Allen, the organization grows food products while nourishing community involvement. Its facilities include seven large year-round greenhouses, indoor and outdoor training gardens, and a food distribution facility. Visitors to the city's northwest side headquarters find vegetables of all types along with fish, worms, bees, chickens, ducks, goats, and turkeys—all raised in an urban setting.

Growing Power collaborates with local businesses to offer its fresh food in company cafeterias while taking waste from coffee and beer production to use in fertilizer components. It's considered a model for socially responsible communities worldwide by creating a new infrastructure to grow food in cities, providing networks to channel food from diversified local farms into communities, and training city youth and families in healthy urban agriculture.

Allen received a MacArthur Foundation "Genius Grant" in 2008. He appeared in the documentary film "Fresh" and is working with first lady Michelle Obama on a national initiative to fight childhood obesity.

For more information, contact
staff@growingpower.org.

www.growingpower.org

