
“Green Event” Toolkit

Prevent Litter, Promote Recycling...and
More... at Community Events!



Suitable for:
Fairs and Festivals
Sports Events
Picnics and Barbecues
Movies and Plays
.....Any Community Activity!



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Introduction

PURPOSE

The primary focus of the Green Events toolkit is to help engage individuals in a systematic, cost-effective process for taking greater responsibility for improving their environment in public event settings.

This guide is intended to help organizations reduce the amount of litter generated at community events and to recover recyclable materials from the waste stream. While focusing on litter prevention and recycling, this guide also touches briefly on other environmental concerns that may be incorporated to further improve the environmental impacts of community events.

OBJECTIVES

- To leave public events free of litter and to promote recycling.
 - To change individual behavior toward littering.
 - To educate the public about recycling.
- To reduce costs associated with event cleanup by eliminating litter.
- To reduce landfill disposal costs and save natural resources by recycling.

BENEFITS

Event benefits:

- Maximizes event enjoyment and sense of safety by creating a cleaner, more beautiful environment for visitors and vendors.
- Enhances awareness of improved waste management (litter prevention, waste reduction, and recycling) to event coordinators, vendors, and attendees.
- Strengthens event-neighbor relations.
- Enhances event attendance, length of stay, and percentage of repeat visitors.
- Reduces economic costs associated with cleanup by minimizing staff time needed to pick up litter.
- Reduces landfill charges by diverting recyclable materials from trash dumpsters.
- Demonstrates environmental leadership, which may help the event obtain new or additional sponsorships and funding.

Community benefits:

- Litter prevention education contributes to maintaining a beautiful community.
- Improvements in solid waste management experience become part of community culture.

- Recycling saves energy, conserves resources, reduces the need for new landfills and incinerators, and stimulates the development of green technologies.
- Recycling minimizes the quantity of material going to the landfill and, thus, reduces the community's need to eventually expand the landfill or create new ones.
- Increasing recycling creates job opportunities in the recycling industry.
- Increasing public awareness and understanding of recycling helps recycling in your community. The events offer an opportunity to affect the behavior of vendors and patrons in a positive way.
- A visible recycling program shows visitors that your community is forward-thinking, encouraging future visitors and events.

BACKGROUND

This toolkit was developed as part of a “Green Teams” pilot program held in Fall 2006 as a partnership between The Coca-Cola Company and Keep Texas Beautiful. Thirty-two (32) green teams were assembled by Keep Texas Beautiful Affiliates to promote recycling and reduce litter at community events of various sizes (ranging in expected attendance from 75 people up to 100,000).

Highlights reported from the Green Events included:

- Total amount of recyclable materials collected: approximately 27.5 tons.
- Cost savings (reduced landfill disposal fees) reported up to \$570.
- Earnings (payment received for recycled materials) reported up to \$380.
- Amount of recyclables collected increased up to 59 percent.
- Staff time associated with litter cleanup reduced as much as 66 percent.

Testimonials from Participants:

“We had definite community involvement. It was a roaring success. Fans had never seen the stands so clean! The high school really appreciated it!”

“The event cleanup crew reported finishing their tasks nearly two hours sooner than was normal for this type of event.”

“Our youth volunteers enjoyed sharing the recycling message and got lots of positive feedback thanks to their enthusiasm.”

“We got great press, including a radio spot and newspaper coverage, and the football announcer talked about our Green Team during the event!”

“Many favorable comments were received from festival attendees thanking our organization for its efforts towards litter prevention.”

“It really worked. We are using this at all our events now!”

ACKNOWLEDGEMENTS

Keep Texas Beautiful sincerely thanks The Coca-Cola Company for their sponsorship of a Green Teams program in Texas, which supported 32 green events and enabled the creation of this toolkit.

Information from the following sources was used to develop this manual: Green Events Guide for the Democratic National Convention (CERC)- cerc@usa.net; Convention Industry Council's Green Meetings Report (Convention Industry Council); "Green" Meeting Guide (Halifax Economic Summit); It's Easy Being Green (US EPA); Special Events Recycling Guide (DCA); Minimizing Waste at Public Events (Zero Waste South Australia)- <http://www.zerowaste.sa.gov.au/>; Green Meetings Policy (National Recycling Coalition); Recycling at Festivals: A Waste Reduction and Management Plan (Bluestem Solid Waste Agency, Cedar Rapids Freedom Festival); Green Meeting Guide (Environment Canada); estimate of recycling bins needed (Whitten Management Services).

We would like to acknowledge Keep Houston Beautiful (TX), Operation Green Team/Keeping Huntsville Beautiful (AL), Keep Irving Beautiful (TX), Memphis City Beautiful Commission (TN), and Pensacola-Escambia County Clean Community System (FL), among others, for their current and historic roles in the development of "green" event and "litter-free" event programs. **Special thanks** to Keep Irving Beautiful (TX) and Capital Sports & Entertainment for their guidance and contributions to this manual.

Pre-Event

INVOLVING THE STAKEHOLDERS

The “Green” Event Coordinator should meet with the Event Coordinator to involve all stakeholders (such as event owners, site owners, vendors, contractors), inform them of your waste management plans, invite their input, and advise them of any requirements and expectations. Determine what items can be collected for recycling and if there is sufficient infrastructure to support this effort.

COORDINATE WITH WASTE HAULER

Ensure that waste hauler has access to material recovery facilities and will accept recyclables.

- If “yes”, determine what types of recyclables are accepted. Determine if different types of recyclable items can be co-mingled or if recyclables will need to be kept separate during collection (or separated after collection).
- If “no”, determine how recyclables will be collected and transported to a collection facility. For more information on collection facilities in your area, please call 1-800-CLEAN-UP or visit www.earth911.org.

Advise waste hauler of the need for collection results. You might want to request that the waste hauler provide the following information:

- amount and weight of material recycled
- value of recyclables (in cost savings due to diversion from landfill or in direct payment to be made to event)
- amount and weight of trash collected
- associated costs of landfill disposal fees

COORDINATE WITH VENDORS

Ask vendors for their cooperation in your waste prevention and recycling efforts. Positive communication, enthusiasm, and incentives will go a long way.

Ask vendors if:

- They can sell items that come with less packaging and produce less waste.
- Their packaging is recyclable or compostable.

Consider assigning one or more volunteers to work with vendors during the event to help them sort their recyclable items.

COORDINATE WITH MAINTENANCE STAFF

Assess number of trash containers and recycling containers needed and appropriate locations.

- Ensure that there will be an adequate number of trash cans at your event – attendees will not walk a long distance to dispose of their garbage. Trash cans should be in sight and in easy walking distance from any location in the event.
- Supply an adequate number of recycling bins at your event. Whitten Management Services provides the following estimates on the number of recycling bins needed:

0-1,000 attendance	10 recycling containers
1,000 – 5,0000 attendance	20 recycling containers
5,000 – 10,000 attendance	30 recycling containers
10,000 – 20,000 attendance	40 recycling containers
30,000 attendance	60 recycling containers
- You can purchase bins/containers, obtain them from your recycling contractor/waste hauler, or use the venue's equipment, if available. Additional bins can be created by placing cardboard or plywood with a hole - slightly larger than can or bottle size - on top of a trash can, painting it blue, and label it for recycling. Note: our participants reported that clear bins or metal frames with clear recycling bags were the most effective means of collecting recyclable materials and reducing “contamination” from trash mistakenly added by event attendees.
- If additional recycling bins are needed but are not available, it will help to highlight recycling stations, by creating very visible signage/printed helium balloons/or other attention-getters to make the recycling stations highly visible from afar.
- For large fairs/festivals, lining up “banks” of trash cans and recycling bins is more effective than scattering single, or pairs of, containers around the grounds.
- Consider that areas of high pedestrian traffic and entrances/exits will need more receptacles than other areas. Place recycling bins near food stations only if vendors are selling recyclable stock (ie. cans, bottles) – otherwise, this location will increase contamination of recycling bins.

Delineate the duties of maintenance staff and the roles of volunteers.

(Roles may vary per event - please see below for recommendations.)

Roles for Staff (Grounds, Recycling and Waste Hauler Personnel):

- Determine number and placement of receptacles and bins, making allowance for the needs of exhibitors, vendors, food serving areas and parking areas. Give special attention to any “transition points,” such as entrances and exits to food areas, parking areas, rooms, buildings, etc.

- Establish convenient bulk container sites to handle full trash and recyclables bags.
- Move bags from collection bins to bulk containers in a timely manner to minimize overflow.

Roles for Volunteers:

- Before event, post the “green event” items (banners, signs, recycling bins) in their designated places.
- During event, monitor trash cans and recycling bins to help to reduce the mix-up of waste streams and educate patrons. Litter grabbers can be used to move items to proper receptacles.
- Ensure extra trash and recyclable bags are available for event containers and to use for spot cleanup.
- Tie off and replace full bags at containers; ask collection crews to move them to bulk containers.
- Ensure that bins and areas are clean and tidy at all times. Use litter grabbers to pick up litter, if needed.
- Adjust bin locations as necessary to move under-used bins toward areas of littering (ensuring that access ways for event or emergency vehicles remain clear).
- Welcome and encourage exhibitors and attendees: “Welcome to our Green Event!” “Thanks for helping keep it clean!” etc. Use bells, whistles, and giveaways to spotlight and encourage a “We Can Do This” spirit!
- Run promotional games or activities, or stage areas for attendees to create recycled art sculptures (using cups, plastic bottles, etc.). For ideas, please see the Appendix.
- Take pictures before, during and after the event to evaluate success.
- If necessary, separate recyclables into categories (glass, plastic, aluminum, etc.).
- After event, help collect signs, banners, and recycling bins. Ensure that all items are clean and suitable for storage.

PROMOTION

- Integrate litter-free and recycling messages into all event materials (flyers, posters, email announcements, website posting, etc.) and press releases. Please see the Appendix (page A12) for a sample paragraph to add to event press releases.
- Incorporate litter-free and recycling messages into all announcer scripts. Please see the Appendix (page A12) for sample announcer reads.
- Locate appropriate placement for banners and signs.
- Designate a space for promotional games or activities, or recycled art projects, if applicable.

VOLUNTEERS

Determine and recruit the number of volunteers needed.

Estimate 10-20 volunteers needed per 1,000 attendees present. Find out event coordinator's estimation for attendance. If event takes place over many hours or days, determine how many volunteers are needed per shift.

Ask event coordinator about possible accommodations for green team volunteers.

Such as:

- Free entry to event
- Free or designated parking
- Designated area for volunteer check-in and training
- Food and/or drink arrangements

Hold pre-event volunteer training.

- Assign volunteer duties for before, during, and after event.
- Note volunteer meet-up location and time at the event, as well as any additional pertinent information (i.e. to have a hat and sunscreen, if event is outdoors, and to wear close-toed shoes).
- Let volunteers know if there will be any special accommodations, such as free event entry, food/drinks, etc. If none, be sure to let them know information on event/parking costs, bringing food, a secure place (if any) for purses, etc.
- Let volunteers know how to reach you before the event in case they have any additional questions.

RECOMMENDED SUPPLIES

Not all supplies may be needed or available for your event. Talk to event organizers, local sponsors, and potential donors to determine what is possible!

- Volunteer t-shirts
- Volunteer gloves
- Banners
- Signs
- Litter grabbers
- Recycling bins and liners
- Giveaways and/or raffle items for event attendees
- Training materials / maps of event layout for volunteers
- Nametags for volunteers
- Raffle tickets (if needed for distribution of giveaway items)
 - A large poster board to post winning ticket numbers

- Extra gloves for participants in activities/games (if applicable)
- Camera (for volunteer to document “green” aspects of event)
- A few “huge” rubber bands to hold liners in place, if needed
- Helium balloons in 2 colors – one color printed with “Recycle Here” and another color printed with “Trash Here.”
 - Helium for balloons
 - Closures and string for balloons (about 10 feet of string per balloon)

BASELINE INFORMATION

Knowing baseline information from events held before will help you assess the “Before” and “After” results and to quantify the success of your initiatives.

Fill in baseline information in the “Prior Event” column in the sample report provided in the Appendix (page A14).

Event Day

VOLUNTEERS

- Orient volunteers about the locations of trash and recycling receptacles, or assign volunteers to monitor particular stations.
- Distribute supplies (t-shirts, gloves, etc.) to Green Event volunteers.
- Review litter prevention and recycling assignments with volunteers, including how to coordinate with the event maintenance staff.
- Remind volunteers to encourage attendee participation and reward those “caught doing something right.”
- Thank volunteers at the end of their shift!

PROMOTION

- Ensure that “Green” banners and signs remain posted and clearly visible at entrances and other strategic locations.
- Help bring media attention to the “Green” aspects of the event.
- Encourage event emcees and entertainers to make announcements about the “Green Event” during activities. Ask them to challenge the crowd to keep it clean and help generate excitement to make the “Green Event” successful. Comments from the stage coupled with small prizes are extremely powerful!
- Help oversee promotional games/activities, if applicable.

Post-Event

EVALUATION

Evaluate your program's success.

- Offer “event debriefing” for stakeholders (such as event coordinator, sponsors, vendors, volunteers, etc.).
- Ask everyone involved for feedback and suggestions for improvement.
- Follow-up with your recycling contractor to determine what and how much was recycled.
- Publicize your success! Share credit lavishly!

PROMOTION

Report on your success and provide positive recognition!

- Inform management, shareholders, sponsors, contractors, event owners, site owners, and the public about your success using your internal newsletter, bulletin board system, or annual report.
- Send thank you notes and results to all involved (volunteers, vendors, event coordinators, etc.).
- Prepare press releases highlighting the environmental results of your event.

SUPPLIES

Safeguard reusable “Green Event” items.

- Store your items in a clean, accessible location for use at future events!

EVALUATION/FINAL REPORT

Gather information to help you assess the success of the Green Event initiatives and the usefulness of the supplies used. Please see the Sample Evaluation/Results Form provided on Appendix 14.

Appendix

SAMPLE PROMOTIONAL ACTIVITIES/GAMES

- From a designated “throw line,” participants try to sink plastic bottles/ cans into a recycle bin. They receive two raffle tickets if they make a “goal” and one ticket if they don’t make it but they pick it off the ground and put it in the proper receptacle. Using the tickets, a raffle is held at the end to distribute giveaway items.
- Participants stand on one line, with trash cans and recycling bins directly behind them. When referee says “go,” all participants run to another line approximately 100 feet ahead where clean trash and recyclable objects lie on the ground. They must pick up object, run it back to the original line, and deposit into the proper bin. Participants might be asked to complete this action three times to “finish” or the activity can also be conducted as a relay among teams. Winner(s) are those who complete the activity first and have put items into the correct bins. Winning participants (or teams) receive giveaway items.
- Hand out bags (garbage, litter, or recycling) and gloves to a certain number of participants to fill with litter and/or recyclables, as needed. When the bags are filled, participants return the bags to the designated areas and receive a giveaway item. A sample activity used to spur attendee involvement in recycling is below.

SAMPLE ACTIVITY TO ENCOURAGE RECYCLING (PROVIDED BY CAPITAL SPORTS & ENTERTAINMENT)

Note: A large number of giveaway items may be needed to conduct this activity.

- **Prior to event:**
 - Make sure you have the following:
 - Signage which details the give-away process.
 - Notebook/pens to keep list of names.
 - Colored tokens
 - Stamp & ink
 - Giveaway Coupons - divided into stacks - specific # per hour that will be given away.
 - Other festival swag, divvied up equally between number of event days. Determine how much can be given away each hour.
- **Upon arrival at event:**
 - Post signage at booth.
 - Review process (below) with booth volunteers.

- **During event – the Give-away:**

We generally have more people interested in participating in the give-away program than we have t-shirts. Therefore, we had to institute a system to ensure fair distribution.

- At the top of the hour, the first 10 people in line at the recycle booth can pick up a specially marked token.
- If those 10 people return to the recycle booth with both the token and a stack of cups at least 3 feet tall*, they will be given a coupon for a souvenir festival t-shirt.
- A coupon can be redeemed at the Event Store. Use the festival map to show the patron where the Event Store is located.
- The template for the coupons should be pre-printed and should be completed in the following manner: Day, Date, Team Lead Signature. The team leader signature, along with the specific marking, helps to prevent fraudulent duplication.
- There will always be people who bring in stacks of cups because they are just excited to help out, or because they do not realize there is a process. Use extra giveaways, at your discretion, to support these efforts. We want everyone who participates to feel good about the program...we just can't give away thousands of t-shirts!
- Other items possible for give-away:
 - Buttons – “(Event Name) Recycles! Doing my part to help out”
 - T-shirts – from past events
 - Magazines – several to choose from. Most have coupons for free or cut rate subscriptions.
 - Lanyards from previous years
 - Event posters
 - Free beverage (non-alcoholic) or food coupons

- **Post event:**

- Return any leftover coupons or other giveaways to Volunteer Coordinator.

* At events where beverages are served in cans, hand out marked bags at the top of each hour. Patrons can collect cans and plastic water bottles.

Be sure:

- The bag is clear so you can be sure it is filled with recyclables.
- You use something to uniquely identify the bag – a special marking or a sticker – so there is no confusion about which bags are counted in the giveaway program.

SAMPLE PROMOTIONAL PIECES

Announcer Reads

1. Welcome to our “Green Event”! Please keep this event litter-free by placing trash in the trash cans. Also help us reduce waste by placing <recyclable items> in recycling bins! <Mention special promotional events or prizes, if applicable.>
2. Please help our volunteers make this event litter-free! Please place your trash and recyclable items in the designated containers located throughout the <park/field/area>. If you have any questions, look for one of our friendly volunteers wearing a <recognizable color or feature> shirt.

Addendum to Event Press Release

The <name of event> is supported by <your local sponsor(s)> this fall. Special supplies have been provided to help decrease litter and to enhance recycling opportunities. <Local sponsor(s)> and <your organization name> provided <examples of supplies provided > and more. For additional information, please visit <website>.

SAMPLE EVALUATION / RESULTS FORM

Organization Name _____

Contact Name _____

Event Name _____

Event Date _____

Total Attendance: _____

	Prior Event* Results	“Green Event” Results	Percentage change
Amount of recyclables collected			%
Time spent by volunteers to pick up litter during and after event			%
Time spent by paid staff to pick up litter during and after event			%
Associated costs of staff time for litter pick-up	\$	\$	%

**Record results for this same event held before “Green Event” elements were introduced.*

Total Attendance: _____

Longevity of Event (hours or days): _____

Total Number of Volunteers: _____

Volunteers:

Please note if number of volunteers was: Adequate / Too many / Too few
What do you think is an optimum ratio of volunteers to event attendees?

_____ volunteers for # _____ attendees present

Supplies:

Please comment on the usefulness and/or quantities provided of the following items.

<LIST YOUR SUPPLIES PLUS COMMENT LINES>

Please note any feedback received from stakeholders, volunteers, or event attendees:

Additional Information/Feedback:

Notes for Future Improvement:

WAYS TO FURTHER “GREEN” YOUR EVENT

If you would like to set additional environmental priorities:

- Identify environmental issues that are especially significant to your organization, community, or region.
- Select environmental priorities reflecting those particular issues.
- Determine the amount of effort and resources your management will dedicate to meeting these priorities.

In addition to litter prevention and recycling, the following elements can help significantly lessen an event’s environmental impact.

COMPOSTING

- Select a waste hauler that will deliver to a composting facility (or determine another means of transporting compostable materials).
- Collect biodegradable waste in separate bins and use biodegradable bags.
- Materials that will decompose include organic materials, such as:
 - food scraps (note: meat, dairy products, and oily foods are not suitable for compost bins, but can be collected for local farmers to feed to pigs)
 - paper cups
 - knives, forks, cups and plates made from cornstarch or similar
 - cardboard
 - paper

ENERGY

Look for options for energy supplies, such as solar-powered equipment or vehicles that run on alternative energy (i.e. electricity or biodiesel).

Consider purchasing carbon offsets or taking other actions to offset the event’s environmental impact from energy use and transportation. Much information is available on the internet (http://en.wikipedia.org/wiki/Carbon_offset, www.carbonfund.org, etc.).

SUPPLIES

- Encourage event contractors to look for products that:
 - Are reusable (e.g. name tags, binders, grease boards)
 - Have recycled content (especially post-consumer)
 - Use little or no packaging or packaging that contains recycled or reused materials
 - Are recyclable or compostable on-site or in a community program
- Provide, or ask that vendors provide, recycled content or compostable (i.e. made from non-waxed paper or corn starch) food and beverage utensils, toilet paper, etc.
- Ask vendors to sell items that contain minimum packaging.

TRANSPORTATION

- Promote (and incentivize) using public transportation, carpooling, and/or biking/walking to event.
- Provide parking (bike racks) for bicyclists.

OTHER ORGANIZATIONS

- Invite other “green” organizations to have a booth/display at the festival.
- Make arrangements for display tables, chairs, shade structures, etc.

FOOD SERVICE

- Encourage food service providers to:
 - Use reusable, washable cutlery, dishware, linens and decorations. If disposables are unavoidable, make sure they can be composted, are made of post-consumer recycled product and/or are biodegradable.
 - Have condiments, beverages, and other food items provided in bulk instead of individually packaged and that any packaging is recyclable and recycled.
 - Use locally produced seasonal and/or organic food and beverages when possible (including fair trade, shade grown coffee, tea, chocolate and cocoa).
 - Serve only environmentally friendly seafood and offer vegetarian meal selections.
 - Donate left-over food to a local food bank or soup kitchen; compost or donate table scraps to farms where possible.
 - Purchase beverages in recyclable containers. Serve beverages in aluminum cans, plastic bottles, or glass bottles.
 - If you must pour beverages into cups, let event-goers know that they can refill their cups. Determine other ways to meter beverages than using a cup count (e.g., cash register data or canister count) so that you can offer refills. Consider selling reusable plastic “souvenir” cups and offer a few cents off refills.
 - Serve food items with less packaging. Consider not using covers, waxed paper inserts, and other extra pieces; most just become litter.
 - Offer straws, utensils, and napkins only if event-goers request them or put them out where they can pick them up themselves, rather than putting all items in a bag or tray.
 - If you use paperboard trays/holders for food and beverages, offer recycling opportunities for the trays.

Notes:

- Early in the event planning stage, you can set vendor contract language to require desired waste management practices.

- Be sure to include your local health department in the early planning stages.
- Providing special signs, such as an earth icon, to help promote the vendors' participation, can be helpful.
- A sample letter (to encourage participation from food vendors) is included on pages A19-A20.

SAMPLE FOOD VENDOR PARTICIPATION LETTER
(PROVIDED BY CAPITAL SPORTS & ENTERTAINMENT):

Dear (Name of Event) Vendor,

Congratulations on your acceptance to be a vendor at (Name of Event)!

An event of this size creates a significant environmental impact. We want to do our part to lessen this impact on the park, the greater (Name of Your Community) community, and out world at large. We are asking your help...and you will be rewarded for your efforts!

The Effort:

1. We will have an active recycling program on site. Please plan to participate in the following ways:
 - a. Recycle corrugated cardboard. You will need to break down your boxes. If you don't use them for other purposes, they will be collected and recycled.
 - b. Set aside any #1 or #2 plastic containers for recycling.
 - c. We are not able to recycle (types of recyclable items that you can not recycle). Please dispose of (these items) in the trash containers.
2. We strongly, STRONGLY discourage the use of any Styrofoam.
3. We encourage you to use plates and napkins that are either biodegradable or made from 100% recycled content.
4. We encourage you to use cups that are either biodegradable or recyclable (#1 or #2)
5. Serving items noted above can be found through several outlets. (Provide company names, website, and information for possible distributors or vendors.)
6. Serve condiments in pump dispensers rather than in individual packages.
7. Do not give straws unless requested. Better yet, provide straws on your counter so that patrons can get one if they choose.

The Incentive

If you follow at least 75% of the guidelines included here, we will do what we can to drive traffic to your booth in the following ways*:

- We will place an “earth” icon on your booth signage to alert patrons of your efforts.
- We will promote the meaning of the “earth” icon in
 - our festival program,
 - our give-away brochure, and
 - on our jumbotron messaging.
- We will list your restaurant on our (Name of Event) website.

The Caveat

Determination of “participation” at a 75% level will be left up to you – your integrity. We will, of course, review your efforts, but will depend on you to inform us as to your compliance with these efforts.

Please contact us at (your phone number) or email (your email address) if you have questions, suggestions or comments about this program. If you intend to participate in the program, let me know by (date).

We look forward to partnering with you in this worthy mission to “green” this event and help make (Name of Event) shine as a role model for other events in our community!

Thanks,
(Your Name)
(Your Title)

ADDITIONAL RESOURCES

- For information on reducing cup waste at festivals, visit <http://besmart.org/festival/smartways.html>.
- If you would like to conduct a detailed waste analysis of your event or obtain standard weight conversion factors and a sample waste analysis form, visit <http://www.ciwmb.ca.gov/venues/Analysis/default.htm>.