

State of California  
AIR RESOURCES BOARD

Resolution 95-10

**WHEREAS**, Jacqueline E. Schafer has served as Chairwoman of the Air Resources Board (Board) since November 1993, after demonstrating her environmental commitment and expertise as Assistant Secretary of the Navy (Installations and Environment), as a member of the White House Council on Environmental Quality, and as EPA Region II Administrator;

**WHEREAS**, Jacqueline enthusiastically took personal responsibility for the Board's programs by tirelessly meeting with interest groups throughout the State to explain, absorb, refine, promote, and win consensus;

**WHEREAS**, Jacqueline nurtured the Board's fledgling zero-emission vehicle program, successfully navigating past the reefs and shoals of controversy to lead the country in ZEV commitment;

**WHEREAS**, Jacqueline's ability to master complex issues in record time, distill the essence from voluminous data, achieve the elusive "win/win" in negotiation, and comprehend the needs of diverse constituencies allowed her to maintain steady progress towards clean air despite a severe economic recession;

**WHEREAS**, Jacqueline proved herself an innovative and dynamic leader and advanced the cause of market-based incentives as a pollution control alternative;

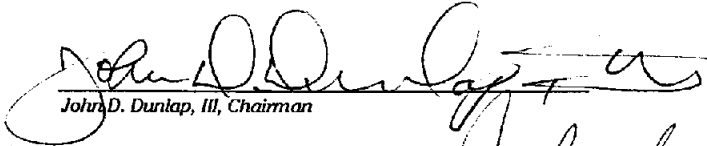
**WHEREAS**, Jacqueline's creative problem-solving and political expertise contributed to a state implementation plan which could take the place of the controversial federal plan without crippling industry and transportation;

**WHEREAS**, Jacqueline gained the respect of her staff as well as the regulated community by dedicating herself to unravelling complicated issues, staunchly defending sound science as the ally of pollution control, and approaching things in a direct, common-sense manner;

**WHEREAS**, Jacqueline's holistic view towards environmental protection is evidenced by her indefatigable criss-crossing of California in pursuit of its varied avifauna;

**NOW, THEREFORE, BE IT RESOLVED**, that the Board conveys its highest respect to Jacqueline Schafer for strong and principled leadership during a difficult transition period, and wishes her the utmost success in her future endeavors;

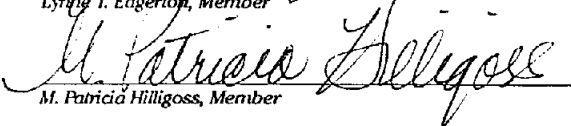
**BE IT FURTHER RESOLVED**, that the Board sincerely hopes that Jacqueline will continue to lend her substantial efforts to attaining air quality and a healthy environment.

  
John D. Dunlap, III, Chairman

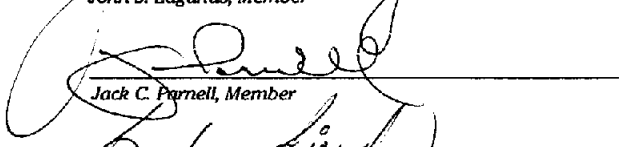
  
Eugene A. Boston, M.D., Member

  
Joseph C. Calhoun, Member

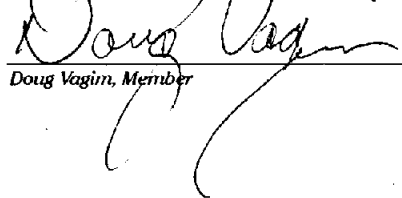
  
Lynne T. Edgerton, Member

  
M. Patricia Hilligoss, Member

  
John S. Lagarias, Member

  
Jack C. Parnell, Member

  
Barbara Riordan, Member

  
Doug Vagin, Member