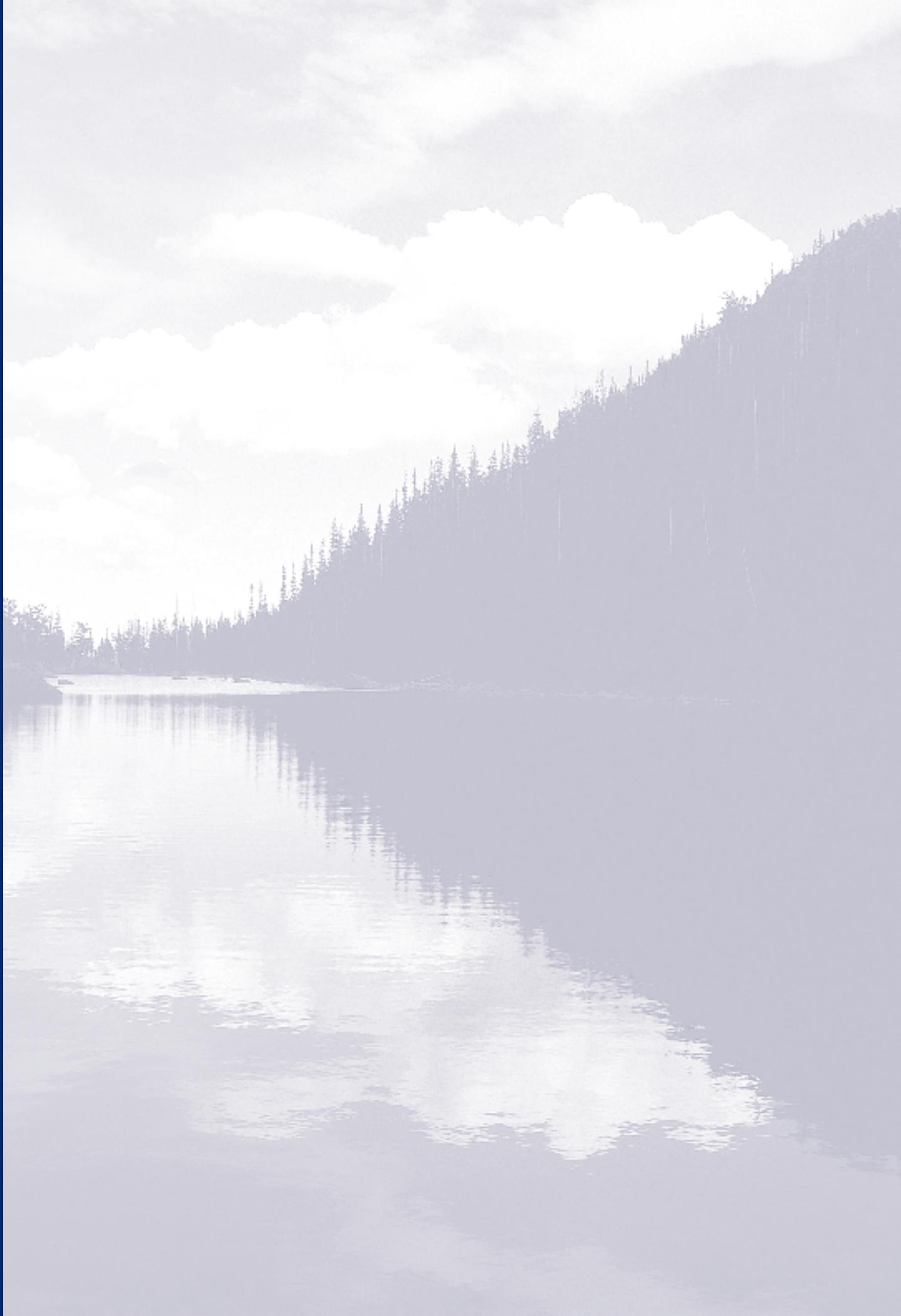


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Appendices





Appendix A: Information Sources and Methodology

This report relies on the cumulative information from a number of sources. The sections below describe these sources with brief descriptions of the methodologies involved in developing them.

Sponsor's Reports

Project sponsors prepare quarterly, midyear, or annual reports as required by the individual project FPAs. For more information on these reports, please visit EPA's Project XL Web site at <http://www.epa.gov/projectxl>.

EPA Progress Reports

Progress reports completed in March and December 1999 provide an overview of the status of projects implementing final project agreements for one year or more. These reports are developed by EPA with the assistance of the project sponsors and co-regulators; the stakeholders who are direct participants in the projects have the opportunity to review them. The progress reports include (1) a background section briefly describing the facility's project and anticipated environmental benefits; (2) a description of the regulatory flexibility offered by EPA and other regulatory agencies; (3) a summary of innovations and potential system change; (4) the status of commitments made by the facility; (5) a review of the progress in environmental performance; (6) a summary of the stakeholder involvement for the project; (7) names and organizations of the project contacts; and (8) a six-month outlook section. These progress reports are available on the Internet via EPA's Project XL Web site at <http://www.epa.gov/projectxl>.

Project Focus Groups

EPA conducted focus groups in December 1998, January 1999, and January 2000 for various projects. Focus group participants included company employees, co-regulator representatives (typically state and local government), citizen and non-government organization stakeholders, and EPA Headquarters and regional staff. Project-specific protocols were distributed to participants prior to each focus group conference call. During the focus groups, participants gave opinions on (1) the ease and effectiveness of the project implementation process; (2) the value of the project to their organization; and (3) the opportunities to apply information gained from the projects more broadly. These are part of an annual program evaluation cycle for Project XL and serve as an opportunity for project participants to provide feedback to EPA on any aspect of their experience in developing and implementing a project. A list of the focus groups and their participants are included in Appendix B of this Volume.

Stakeholder Involvement Reports

In September 1998, a report entitled *Evaluation of Project XL Stakeholder Processes* (EPA-100-R-98-009) was prepared by Resolve, Inc. This report provided a review of the design and conduct of the stakeholder processes at four of the initial projects (Intel, Weyerhaeuser, HADCO, Merck). The report described the involvement of stakeholders in final project agreement (FPA) negotiation and implementation, with information on national and local stakeholder perspectives about their role. It also outlined the various models developed by

company sponsors and reported stakeholder perspectives on the processes as gathered in a stakeholder survey.

In 1999, EPA initiated a second extensive evaluation, which has been conducted by the Southeast Negotiation Network. *Project XL Stakeholder Involvement Evaluation* (Draft—April 2000) covers eight projects in various stages of negotiation or implementation (Andersen, Atlantic Steel, CK Witco, ExxonMobil, HADCO, Intel, New England Labs, and Vandenberg). It considers the early dynamics of stakeholder processes in projects developing their final project agreement, stakeholder satisfaction and effectiveness of involvement for projects that had recently signed their agreements, and the status of ongoing involvement in projects that have been underway for at least one year.

Other EPA Reports

The *Project XL Preliminary Status Report* (September 1998) examined three projects in implementation for at least a year as of January 1998: Berry, Intel, and Weyerhaeuser. The report covers the projects' initial results on innovation and system change, as well as progress in meeting final project agreement commitments, stakeholder participation outcomes, environmental performance, and lessons learned.

The *Project XL 1999 Comprehensive Report* (October 1999) provides an overview of the status of 14 projects, as well as program-wide results and lessons learned. It also presents technical and policy information on 25 innovations sorted by core functions. Information compiled in progress reports, focus groups, stakeholder reports, and other documentation and information gained through the experience of Agency staff is synthesized and described. The report follows up the work started in the *Preliminary Status Report*.