

US EPA ARCHIVE DOCUMENT



2. Methodology

EPA has begun several evaluation activities designed to: (1) track the progress of the projects in implementation; (2) identify and assess the potential of successful project innovations to improve upon the current system of environmental protection; and (3) gain the perspective of key stakeholders both within and outside of EPA. These evaluations will be used to determine whether and how innovations should be transferred for broader application, and are summarized in this report.

Although there are 14 projects now underway, the Project Results and Core Function chapters that follow cover in more detail the seven projects that have been in implementation since July 1998 or earlier. These are: **Intel Corporation**—Ocotillo Site, Chandler, Arizona; **Weyerhaeuser**—Flint River Operations, Oglethorpe, Georgia; **HADCO Corporation**—Owego, New York and in Derry and Hudson, New Hampshire; **Witco** (formerly OSi Specialties, Inc.)—Sisterville, West Virginia; **Vandenberg Air Force Base**—Santa Barbara County, California; **Merck Stonewall Plant**—Elkton, Virginia; and **Jack M. Berry, Inc.**—Labelle, Florida. Information on these projects is drawn from the following sources:

- Sponsor-prepared, 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>.
- Focus groups conducted by EPA in December 1998 and January 1999 for the seven XL projects. Focus group participants included company employees, State and local government representatives, citizen and nongovernment organization stakeholders, and EPA headquarters and regional staff. Project-specific protocols were distributed to participants prior to each focus group confer-

ence 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.

- EPA XL progress reports completed in March 1999 provided an overview of the status of XL projects implementing FPAs for one year or more. These reports were developed by EPA with the assistance of the State and project sponsors. The stakeholders who were direct participants in the projects had 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 6-month outlook section. These progress reports are available on the Internet via EPA's Project XL web site at <http://www.epa.gov/ProjectXL>.

This report also briefly addresses our more recently signed project agreements with **Molex, Inc.**—Lincoln, Nebraska; **Lucent Technologies**—Pennsylvania and Florida; the Commonwealth of

Massachusetts Department of Environmental Protection; Atlantic Steel—Atlanta, Georgia; **Exxon Fairmont Coke Works Superfund Site**—Fairmont, West Virginia; **Andersen Corporation**—Bayport, Minnesota; and the **New York State Department of Environmental Conservation**. These seven projects will have more detailed results in our next annual report.

To start identifying the impacts the projects have had or could have on EPA policy and program implementation, EPA's Office of Reinvention began discussions with key EPA staff and managers. EPA is consulting with Agency constituencies to gain their perspective on Project XL's innovations in core functions and potential for system change. EPA has started this dialogue by engaging industry, nongovernment organizations, States and local government, and community groups in a variety of forums aimed at assessing the program's progress and ongoing issues. These forums include: Project XL constituency meetings with States, industry and stakeholders in 1997 and 1998; a *Project XL Preliminary Status Report* covering three projects (EPA, September 1998); an *Evaluation of Project XL Stakeholder Processes Report* (EPA, September 1998); and the "XL Reengineering" workgroups. Forum participants described challenges they experienced in the XL process. Some of the innovations that resulted from these forums are described in the Stakeholder Involvement and Agency Culture Change sections in the Core Function chapter.