20 Years of Shaping Environmental Policy at EPA

National Advisory Council for Environmental Policy and Technology (NACEPT)

April 2009

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Executive Summary

Introduction

Over the last two decades, the U.S. Environmental Protection Agency has encountered new and unanticipated challenges in safeguarding human health and environmental quality. The National Advisory Council for Environmental Policy and Technology (NACEPT) has played a critical role in helping the Agency meet these challenges. NACEPT provides independent advice to the EPA Administrator on a broad range of environmental policy, technology, and management issues. The Council is a balanced panel of outside advisors who represent diverse interests from academia, business, and non-governmental organizations, as well as state, local, and tribal governments.

To mark NACEPT's 20th anniversary and its achievements over the last two decades, and to ensure that this record of success continues, EPA's Office of Cooperative Environmental Management (OCEM) led an effort to: (1) Identify the issues and challenges that EPA will face over the next 10 years; (2) Review NACEPT's operations and accomplishments since 1988; and (3) Develop a strategic framework for how NACEPT can best serve EPA based on the prospective and retrospective findings.

Consistent with the second objective above, this report is intended as a retrospective survey of NACEPT's accomplishments during its 20-year history. The primary objectives are to:

- Characterize how NACEPT recommendations have influenced EPA policy; and
- Identify factors that have distinguished successful NACEPT initiatives, thereby guiding future NACEPT efforts.

The core information for this report was gathered through a series of detailed interviews with three major categories of respondents:

- NACEPT Council members and other participants who contributed to a subcommittee or workgroup;
- EPA officials in programs that were the subject of NACEPT recommendations; and
- Current and former Agency staff involved with NACEPT management.

Council members also provided additional input in a panel session conducted at NACEPT's November 2008 meeting. Other information sources included past NACEPT reports and advice letters; a 1999 EPA report reviewing NACEPT's first ten years of activities; and a retrospective database that compiles information on NACEPT reports and recommendations, created specifically for this analysis.

Summary of Findings

Careful management, adherence to pragmatic operating procedures, and attention to sound recommendations have shaped NACEPT's success in the last two decades. The vast majority of interviewees offered positive impressions of NACEPT and the contributions it makes to Agency decisionmaking. Key factors influencing this success include the following:

- **Clear Charges:** A successful NACEPT project begins with development of a clear charge. Most interviewees felt that NACEPT charges ultimately achieve the needed degree of clarity, although they may require iterative collaboration between OCEM, the Council, and the affected program office(s).
- **Diverse Council Membership:** Interviewees praised the diverse and balanced composition of the NACEPT Council. OCEM has succeeded in achieving diversity both in terms of the backgrounds and experience of the members, as well as their geographic perspectives.
- **Quality of Council Membership:** Interviewees commended the overall quality of the Council membership and the positive implications for the Council's work environment. In particular, interviewees highlighted the recent Chairperson's leadership and willingness to promote NACEPT within the Agency. However, interviewees split over precisely what characteristics make for the best Council members. While some suggested that Council members should be prominent, recognized leaders in environmental policy, others emphasized the need for members who are willing to commit time to projects and assist with practical research and writing tasks.
- **Flexible Procedures:** A greater reliance on smaller workgroups and interim work products has improved the responsiveness and timeliness of NACEPT's advice. These more nimble research procedures represent an important improvement over early periods when projects progressed more slowly and culminated in a single major report.
- **Collaboration with Program Offices:** Interviewees highlighted the importance of program office staff involvement, from project inception to the development of final recommendations. Program office staff can provide vital links to Agency expertise; secure buy-in from senior managers and other key political actors; and assist in crafting realistic recommendations.
- **Logistical Support:** Many interviewees lauded OCEM's efforts to provide various forms of logistical support to NACEPT projects. Most notably, OCEM often secures contractor support to perform practical subcommittee tasks such as note-taking and report editing. Likewise, OCEM has assisted with recruiting of ad hoc subcommittee and workgroup members to supplement the experience of Council members.
- **Feasible Recommendations:** Interviewees identified a wide array of characteristics that increase the likelihood that EPA will implement specific NACEPT recommendations. For example, recommendations that directly inform ongoing policy deliberations can be highly influential, so timeliness is a key characteristic. Other factors affecting the likelihood of implementation include budgetary feasibility; buy-in from the full set of actors affected by the advice; and consistency with the priorities of current and/or incoming administrations.

Summary of Recommendations

Although interviewees consistently expressed satisfaction with past NACEPT efforts, refinement of the Council's operations and products would help ensure its future relevance at EPA. In response to interview questions, interviewees identified a variety of steps that could improve NACEPT's efficiency and the impact of the Council's advice:

- **NACEPT Role:** Most interviewees agreed that NACEPT's membership and charter are best suited to broad, multi-disciplinary, multi-media planning issues. Interviewees suggested that NACEPT steer clear of highly technical regulatory disputes or document review assignments where NACEPT is one voice in a crowded field of reviewers.
- **NACEPT Charges:** Interviewees suggested continued emphasis on collaborative development of charges, with some stressing the need for concise, face-to-face discussion.
- **Enhance NACEPT's Visibility:** Many interviewees recommended continued emphasis on raising NACEPT's profile within the Agency. To ensure that NACEPT's expertise and services are understood throughout EPA, OCEM and the NACEPT Chair should expand efforts to perform outreach to program offices, the regions, and other organizational elements. This outreach is especially vital in light of the change in administration and the associated turnover in senior management.
- **Intra-Agency Coordination:** NACEPT should better coordinate its efforts with those of other Agency advisory boards (e.g., the Science Advisory Board, the Environmental Financial Advisory Board, etc.). Coordination would reduce the potential for redundant research and provide NACEPT with information about effective internal procedures used by similar organizations.
- **Council Member Selection:** Most interviewees expressed satisfaction with NACEPT member selection, but admitted having little understanding of how the process works. Specific recommendations for future refinements included selecting members in anticipation of specific research initiatives; using current or past members as sources of advice on new members; and selecting a Chair with whom the EPA Administrator has a strong professional relationship.
- **Collaboration with Past Council Members:** Several individuals suggested that OCEM seek input from past Council members whose experience may inform current NACEPT efforts and help improve institutional memory.
- **Procedural Refinements:** Interviewees suggested changes that could improve the efficiency of NACEPT subcommittees and workgroups. Many of the suggestions represent continuation of current practices such as use of smaller workgroups and interim advice products. Communications could be improved through expanded use of videoconferencing technologies and through more frequent face-to-face Council meetings. In addition, some interviewees expressed a desire for a more formalized system of feedback from the program offices to help NACEPT better track where its advice is having an impact.
- **Performance Measurement:** Most interviewees agreed that the best measure of NACEPT's success is whether the Agency implements the Council's advice. However, interviewees' opinions varied on how to assess this outcome. Some see value in a periodic report that would examine the "success rate" of NACEPT recommendations, i.e., how many are

implemented? Others emphasize that NACEPT recommendations range widely, from simple action steps to broad policy prescriptions; the latter are especially difficult to track with certainty. Therefore, it may be best to assess the degree to which Agency actions embrace key concepts promoted by NACEPT (e.g., integrated management, cross-program collaboration, attention to environmental outcomes).

Conclusions

In 1999, the NACEPT Council completed a study of its past performance and future course. Titled *Past and Future: A Decade of Stakeholder Advice*, the study determined that, in its first 10 years of operation, NACEPT had been highly successful in fulfilling its mission. It concluded that "NACEPT has produced hundreds of timely and relevant recommendations," and that these recommendations "have influenced or been directly responsible for subsequent EPA decisions and actions."

Building on this early success, NACEPT continues to be an important and independent source of stakeholder advice. Since the 10-year study, NACEPT has enhanced its management and operations in a variety of ways. Improvements include increased reliance on smaller workgroups; use of streamlined interim advice products; collaborative refinement of charges; consistent involvement of program office staff in NACEPT projects; provision of contractor support to workgroups and subcommittees; and increased outreach efforts to elevate NACEPT's visibility within the Agency. Many of these changes directly address recommendations in the 10-year study.

In recent years, these management changes have combined to produce notable NACEPT successes. NACEPT research in policy areas as diverse as biofuels planning, environmental indicators, environmental data management, environmental technology promotion, and venture capital partnering have influenced EPA actions. Furthermore, NACEPT input has helped structure and refine major Agency publications such as EPA's Report on the Environment. Chapter 2 of this report highlights numerous examples of specific NACEPT recommendations implemented by the Agency.

In the coming years, NACEPT will need to maintain the operational improvements it has introduced and step up efforts to assess the Council's impact and performance. Better feedback from program offices would give NACEPT an improved sense of how to craft effective, practical recommendations. Likewise, systematic performance evaluation—either through periodic review of the number of NACEPT recommendations implemented or assessment of the degree to which concepts promoted by NACEPT permeate Agency policies—would help OCEM and the Council maximize the value of NACEPT's efforts. Prudent management of the Council's efforts will help ensure that NACEPT remains a source of independent advice for environmental policymakers in the 21st century.

Chapter 1: Introduction

Over the last two decades, the U.S. Environmental Protection Agency has encountered new and unanticipated challenges in safeguarding human health and environmental quality. The National Advisory Council for Environmental Policy and Technology (NACEPT) has played a critical role in helping the Agency meet these challenges. NACEPT provides independent advice to the EPA Administrator on a broad range of environmental policy, technology, and management issues. The Council is a balanced panel of outside advisors who represent diverse interests from academia, business, and non-governmental organizations, as well as state, local, and tribal governments.

This report describes the activities and accomplishments of NACEPT during its 20-year history. This introductory discussion is divided into two parts:

- First, it reviews how NACEPT has evolved over the last two decades, examining changes in the organization's mission; features of NACEPT's current structure; and the range of topics addressed by NACEPT subcommittees and workgroups.
- Second, it explains the objectives of this report and the methodological approaches used to characterize NACEPT's achievements.

Subsequent chapters of the report present key findings of the research and recommendations for enhancing NACEPT's impact on future Agency policy.

Background

NACEPT Origins and Current Mission

In the 1980s, the Agency recognized how formulation of environmental policy would benefit from increased involvement of non-federal agencies and the private sector.[1] Simultaneously, legislation such as the Federal Technology Transfer Act of 1986 encouraged joint government-industry collaboration to develop new technologies. Consistent with these trends, EPA Administrator Lee Thomas created the Task Force on Technology Transfer in 1987. This group recommended how the Agency could encourage technology transfer and training through cooperative activities with industry, academia, and non-federal government agencies.

Subsequent to these recommendations, the Agency established the National Advisory Council for Environmental Technology Transfer (NACETT) in July 1988. NACETT was directed to consult with and make recommendations to the EPA Administrator, focusing on technology transfer issues. NACETT was designed to

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1 Portions of the historical background provided here are based on information provided in *National Advisory Council for Environmental Policy and Technology (NACEPT): Past and Future* (EPA, 1999) as well as information provided at the NACEPT website (http://www.epa.gov/ocem/nacept/).

promote continuing consultation and debate to ensure mutual understanding of the differing perspectives, concerns, and needs among environmental management institutions; maximize the extent to which each institutional participant understands, accepts, and fulfills its environmental management responsibilities; facilitate broad public sharing of information on environmental problems; and promote consideration of alternative strategies for leveraging resources to address environmental issues.

From 1988 to 1990, NACETT committees investigated various aspects of technology transfer, delivering recommendations on environmental education and training, state and local programs, and technology innovation issues. NACETT also sponsored projects that influenced Agency positions on the reauthorization of the Resource Conservation and Recovery Act (RCRA), and addressed other Agency requests on topics ranging from chemical accident prevention to hazardous waste remediation.

As the scope of NACETT's charges broadened, the organization's role in the Agency evolved. In July 1990, the Council adopted a new mission statement and became the National Advisory Council for Environmental Policy and Technology (NACEPT). The revised mission statement expanded the role of the Council in forging collaboration and consensus between EPA and its partners in government, industry, and academia. The current NACEPT charter highlights several major objectives for NACEPT:

- Identifying approaches to improve the development and implementation of domestic and international environmental management policies and programs;
- Providing guidance on how EPA can most efficiently and effectively implement innovative approaches throughout the Agency and its programs;
- Identifying approaches to enhance information and technology planning;
- Fostering improved approaches to environmental management in the fields of economics, finance, and technology;
- Increasing communication and understanding among all levels of government, business, non-governmental organizations, and academia, with the goal of increasing non-federal resources and improving the effectiveness of federal and non-federal resources directed at solving environmental problems;
- Implementing statutes, executive orders and regulations; and
- Reviewing progress in implementing statutes, executive orders and regulations.

In 1999, the NACEPT Council completed a study of its past performance and future course. Titled *Past and Future: A Decade of Stakeholder Advice*, the study determined that, in its first 10 years of operation, NACEPT had been highly successful in fulfilling its mission. It concluded that "NACEPT has produced hundreds of timely and relevant recommendations," and that these recommendations "have influenced or been directly responsible for subsequent EPA decisions and actions." Chapter 3 revisits this analysis in greater detail to examine NACEPT's progress in addressing the recommendations from the 10-year anniversary report. Appendix A provides the executive summary of the 10-year anniversary report.

Current Organizational Structure and Procedures

In 1997, a collaborative effort between the Administrator's Office, the Office of Reinvention, and the Office of Cooperative Environmental Management (OCEM) resulted in a realignment of NACEPT. The changes included a revised NACEPT structure that increased the role of program offices in the NACEPT process through subcommittee management with OCEM oversight.

Today, the NACEPT Council is comprised of a Chair, the NACEPT Designated Federal Officer (DFO), and Council members selected by the Administrator or Deputy Administrator. In selecting members, EPA considers candidates from academia, industry, non-governmental organizations, and state, local, and tribal governments. OCEM generally solicits nominations of qualified individuals through a Federal Register Notice, as well as through referrals from EPA officials and current or former Council members.

The topics for NACEPT are identified by the Administrator and other senior leadership officials. While each NACEPT effort is unique, a project generally begins with EPA issuing a charge to the Council or to a subcommittee or workgroup.[2] A charge typically originates in one of the Agency's program offices, but may be refined through discussions between the office, OCEM, and NACEPT. Projects are pursued by the subcommittee or workgroup, often with direct involvement of relevant program office staff, and sometimes with contractor support for practical tasks. *Subcommittees or workgroups may not work independently of the NACEPT Council and must report their recommendations and advice to the Council for full deliberation and discussion*. Once the Council has completed its review, NACEPT submits recommendations and reports to the EPA Administrator. As discussed in the findings chapter, NACEPT has introduced variations and improvements to standard procedures to enhance its responsiveness.

Subcommittees, Workgroups, and Associated Reports

Since 1988, NACEPT has organized a total of 32 subcommittees to develop recommendations on environmental policy and technology topics. A total of roughly 900 individuals have served on NACEPT subcommittees in the last 20 years, demonstrating one of NACEPT's prime objectives of involving a broad array of stakeholders in environmental policy formulation.

Exhibit 1 provides a timeline of NACEPT subcommittees and helps illustrate the breadth of topics that NACEPT has explored over the years. Key policy areas have included (but are not limited to) pollution prevention; chemical accident prevention; development of effluent guidelines; the use of environmental statistics; community-based environmental protection; Agency reinvention; information resource management; Superfund policy; and EPA's role in the development and commercialization of environmental technologies. Appendix B to this report provides a more detailed listing of the NACEPT subcommittees and their charges. The most recent subcommittee under the auspices of NACEPT is the Environmental Technology Subcommittee.

Additional research is performed by small workgroups. Composed of Council members with experience in specific policy areas, these workgroups are increasingly responsible for researching and developing advice letters and position pa-

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2 Initially, NACEPT issued assignments to "standing committees," although NACEPT now uses the term "subcommittees." For simplicity purposes, this report uses the term "subcommittees," regardless of the time period under consideration.

pers. Recent NACEPT workgroups include Energy and the Environment, Sustainable Water Infrastructure, Information Access, EPA's Strategic Plan, and NACEPT @20.

NACEPT has produced approximately 82 major reports in the last two decades. Appendix C provides a comprehensive listing of these products. Overall, the reports have included over 1,500 recommendations for refining Agency policy decisions.[3] The count of NACEPT products is even greater when one incorporates interim advice letters and other shorter-form materials, of which approximately 22 have been produced in recent years. A more detailed discussion of the flow of reports and recommendations from NACEPT is provided in the Findings section of this report.

[3] The specificity of recommendations across reports is not standardized. While some reports provide broad, compound recommendations, others provide more detailed, precise recommendations. A simple count of recommendations overlooks this variation.

EXHIBIT 1. Timeline of NACEPT Subcommittees and Workgroups: 1998 Through 2008

			1988	1989	1990	1991	1992	1993	1994	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	Present
SUBCOMMITTEES	General Agency Policy or Management	Environmental Education & Training Committee/Pollution Prevention Education Committee	■	■	■	■	■	■																
		State & Local Programs Committee	■	■	■	■	■	■																
		Environmental Financial Advisory Board		■	■																			
		Technology Innovation & Economics Committee		■	■	■	■	■																
		Trade & Environment Committee		■	■	■	■	■																
		Ecosystems Implementation Tools Committee							■	■														
		Ecosystems Sustainable Economics Committee							■	■	■													
		Environmental Information, Economics, & Technology Committee								■	■													
		Community Based Environmental Protection Committee									■	■												
		Reinvention Criteria Committee									■	■	■	■										
		Environmental Capital Markets Committee											■	■										
		Title VI Implementation Advisory Committee											■	■										
		Subcommittee on Sectors												■	■	■								
		First Compliance Assistance Advisory Committee													■	■								
		Second Compliance Assistance Advisory Committee															■	■	■					

SUBCOMMITTEES (continued)
Program/Media Specific
Environmental Measures/Chemical Accident Prevention Committee
Effluent Guidelines Task Force
Waste Isolation Pilot Plant Review Committee
Superfund Evaluation Committee
Toxic Data Reporting Committee
Food Safety Advisory Committee
Total Maximum Daily Loads Committee
Tolerance Reassessment Advisory Committee
Committee to Advise on Reassessment & Transition
Endocrine Disruptor Methods Validation Subcommittee
Superfund Subcommittee
Information Management and Technology
Environmental Statistics Committee
Environmental Information and Assessments Committee
Information Resources Management Strategic Planning Task Force
Information Impacts Committee
Environmental Information and Public Access Committee
Subcommittee on Environmental Technology
1988
1989
1990
1991
1992
1993
1994
1995
1996
1997
1998
1999
2000
2001
2002
2003
2004
2005
2006
2007
2008
Present

			1988	1989	1990	1991	1992	1993	1994	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	Present
WORKGROUPS		Workforce Capacity Workgroup													■	■								
		Emerging Trends and Issues													■	■	■							
		EPA's Report on the Environment																■		■			■	
		Strategic Plan Workgroup																■			■		■	
		Environmental Stewardship																			■	■	■	
		Sustainable Water Infrastructure																			■	■	■	
		Energy and the Environment																			■	■	■	■
		Integrated Modeling																					■	
		Information Access																					■	
		NACEPT @ 20																					■	

Objectives and Methods

To mark NACEPT's 20th anniversary and its achievements over the last two decades, and to help ensure that this record of success continues, OCEM led an effort to:

(1) Identify the issues and challenges that EPA will face over the next 10 years, highlighting areas where NACEPT may focus;

(2) Review NACEPT's operations and accomplishments since 1988; and

(3) Develop a strategic framework for how NACEPT can best serve EPA based on the prospective and retrospective findings.

Consistent with objective (2) above, this report provides a retrospective survey of NACEPT's accomplishments during its 20-year history. The primary purpose is to:

- Characterize how NACEPT recommendations have influenced EPA policy; and
- Identify factors that have distinguished successful NACEPT initiatives, thereby guiding future NACEPT efforts.

Background research for this report began with a review of existing materials related to NACEPT's activities and accomplishments. Relevant materials included the following:

- The 1999 report titled *National Advisory Council for Environmental Policy and Technology (NACEPT): Past and Future*, a compendium of NACEPT's achievements and challenges at its 10-year anniversary;
- The current NACEPT charter; and
- The various reports and papers generated by NACEPT subcommittees and work groups. Appendix C presents a bibliography of these publications.

Using these materials, the researchers developed a detailed, relational database of NACEPT activities in the last 20 years. Maintained in Microsoft Access, the database features several linked components:

- The "sponsor" component of the database houses information on each subcommittee's charge, the dates it was active, and the subcommittee membership.
- A second component summarizes information on the reports generated by each committee, including publication date and an abstract of the report's objectives and findings.
- The database also provides a detailed listing of each report's recommendations.
- Finally, the database summarizes information on EPA's response to the subcommittee recommendations.

The core information for this report was gathered through a series of detailed interviews with three major categories of respondents:

- NACEPT Council members and other participants who contributed to a subcommittee or workgroup;
- EPA staff in programs that were the subject of NACEPT recommendations; and
- Agency staff previously involved with NACEPT management.

OCEM identified all of the interviewees, selecting a cross section that ensured diverse perspectives across multiple research efforts. Appendix D lists the individuals interviewed.

The researchers contacted each of the interviewees by electronic mail to invite their participation and to schedule the interview. Respondents were interviewed individually in a telephone conference setting, with one researcher guiding the discussion and a second researcher responsible for note-taking.[4]

Researchers presented the interviewees with a brief set of open-ended discussion questions designed to elicit viewpoints on NACEPT's effectiveness (see Appendix E for a listing of the questions). Interviewees received these questions in advance of the discussion, although no preparation was required. The researchers developed written interview summaries following each interview. Interviewees were given the opportunity to review their respective summaries and make corrections or additions as necessary.

Additional input was gathered at NACEPT's November 2008 meeting, Council members had an opportunity to comment on a draft version of this report. Several current and past members participated in a detailed panel session reviewing the preliminary report findings and possible refinements.

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4 For efficiency purposes, the researchers conducted four of the interviews with pairs of respondents, rather than with individual respondents.

Chapter 2: Findings

For 20 years, NACEPT has been a source of independent and objective guidance for EPA decisionmakers. All of the individuals interviewed for this study complimented the diverse viewpoints, professional insight, and productivity of the Council. This chapter examines NACEPT's achievements from several perspectives:

- First, it considers the overall management of NACEPT, addressing topics such as the suitability of charges and the quality and composition of the Council's membership;
- Second, the chapter discusses the procedures used by subcommittees and workgroups and the impact of these procedures on the quality of NACEPT products; and
- Finally, the chapter examines the impact that NACEPT has had on Agency policy and the factors influencing the implementation of NACEPT recommendations.

The interviews with NACEPT members and EPA staff form the foundation of the findings, although the discussion also integrates NACEPT reports and other descriptive information as appropriate.

General Management of NACEPT

NACEPT's success depends upon prudent and efficient management of the Council and individual research efforts. Selecting and accepting appropriate charges, identifying capable participants, and cultivating NACEPT's reputation within the Agency all enhance NACEPT's potential for informing policymaking efforts. The section below discusses how OCEM and the Council have attempted to ensure smooth and productive operation of NACEPT.

One fundamental management responsibility is to ensure that NACEPT focuses on appropriate policy issues. While the Administrator takes the lead in identifying topics for NACEPT to address, a variety of actors (program offices, the Administrator's Office, and the Council itself) play a role in crafting NACEPT charges. Most interviewees agree that, over time, NACEPT has come to focus on issues where it has a comparative advantage. For instance, one interviewee highlighted how NACEPT is uniquely suited to advise the Agency on issues that have long time horizons, primarily because NACEPT is not beholden to short-term obligations and day-to-day program implementation concerns. Similarly, NACEPT can address interdisciplinary, multi-media, and cross-office issues because it is unfettered by the institutional biases that may influence specific offices or programs at EPA.

As a result of this independent perspective, NACEPT can take risks on politically sensitive issues and provide uniquely objective advice.[5]

Many interviewees were quick to highlight the importance of clear charges to NACEPT's performance. While some charges are simple and straightforward (e.g., review and comment on a document), others are initially amorphous and require several iterations to finalize. These iterations may simply focus the language or they may significantly modify the charge by winnowing the scope down to a set of practical questions or by revisiting the overall intent. For instance, one interviewee described how a NACEPT workgroup modified a draft charge to eliminate what it saw as a bias toward a particular research outcome. Direct involvement of NACEPT members in crafting charges is often beneficial, allowing Council members to align the charge with their background. Regardless, most interviewees felt that the time spent refining charges is worthwhile for ensuring that NACEPT's efforts are focused and objective.

"You have to start with the charge. The clearer the charge is, the more likely it is that the Council will be able to tackle the project and provide recommendations in a timely and efficient manner."

Most interviewees felt that charges presented to NACEPT ultimately do attain the requisite degree of clarity and focus. Interviewees were asked to identify the common features of successful charges (i.e., charges for projects that proceeded to have a positive influence on policy decisions). This proved difficult to pinpoint. Interviewees felt that NACEPT is capable of handling a variety of assignments, ranging from simple tasks (e.g., commenting on draft reports), to much less structured tasks (e.g., identifying options for integrating stewardship concepts into EPA activities). In short, NACEPT charges can be clear and achievable, even if the assignment incorporates broad concepts and/or leaves significant latitude to the researchers.

Another key to NACEPT's success has been attention to diverse membership. The NACEPT charter highlights the objective of "increasing communication and understanding among all levels of government, business, non-governmental organizations, and academia…" Available information strongly suggests that NACEPT satisfies this objective. First, interviewees expressed satisfaction with the heterogeneous makeup of the Council and commended EPA for its efforts to diversify the membership. Although interviewees both within and outside of the Agency expressed limited familiarity with the specific process used to select members, all seemed satisfied with the results. Many emphasized the importance of selecting respected individuals who are prominent in their field, but who also possess the interpersonal skills needed to function in a consensus environment like NACEPT. The feeling is that OCEM and the Administrator's Office have succeeded in this regard.

Of the 23 members on the NACEPT Council, six come from the private sector; six from academia; six from local/state governments; and five from non-governmental organizations.[6] Therefore, the membership is an excellent reflection of the four major sectors highlighted in the NACEPT charter. As demonstrated in Exhibit 2, the distribution across the four major sectors has balanced slightly over the past decade.

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5 Interviewees also acknowledged a disadvantage to this "outsider" perspective, however. One interviewee noted that because NACEPT can set aside the practical realities of implementing its advice, the recommendations sometimes appear to come "from left field," lacking a realistic grasp of budgetary limits or other organizational constraints.

6 Note that NACEPT members frequently change positions during their tenure; hence, the categorization by sector varies over time. These data are based on the NACEPT membership in April 2008.

EXHIBIT 2. NACEPT Council Composition in 1999 and 2008

	1999	2008
Business and Industry	35%	26%
State/Tribal/Local Governments	24%	26%
Non-Governmental Organizations	28%	22%
Academia	7%	26%

Sources: U.S. EPA, National Advisory Council for Policy and Technology (NACEPT): Past and Future, July 1999; and 2008 Council membership available at http://www.epa.gov/ocem/nacept/members/nacept_members.htm.

NACEPT also strives to achieve geographic diversity in its membership. This goal is challenging given the concentration of environmental policymaking expertise in the Washington, DC area. Nonetheless, of the 23 members currently on the Council, 18 represent organizations outside of the DC beltway.

Another key to NACEPT's success has been steady management of the flow of reports and recommendations. Exhibits 3 and 4 demonstrate how NACEPT has maintained a consistent output of reports and recommendations over the 20-year history of the program.[7] Maintaining this consistency through multiple administrations, Agency reorganizations, and policy transformations suggests prudent management and leadership from OCEM.

"NACEPT provides a forum where there is a free, open, and honest exchange of ideas. Members leave any baggage or personal agendas they may have at the door. They really want to pull together to provide the best possible advice to the Administrator of EPA."

[7] The exhibits include final NACEPT reports, advice letters, and interim workgroup products. Note that the number of recommendations is restricted to discrete, numbered recommendations. Since some smaller NACEPT products do not number individual recommendations, the totals in the exhibit may understate the extent of Council advice.

EXHIBIT 3. Number of NACEPT Reports and Advice Letters (by Calendar Year)

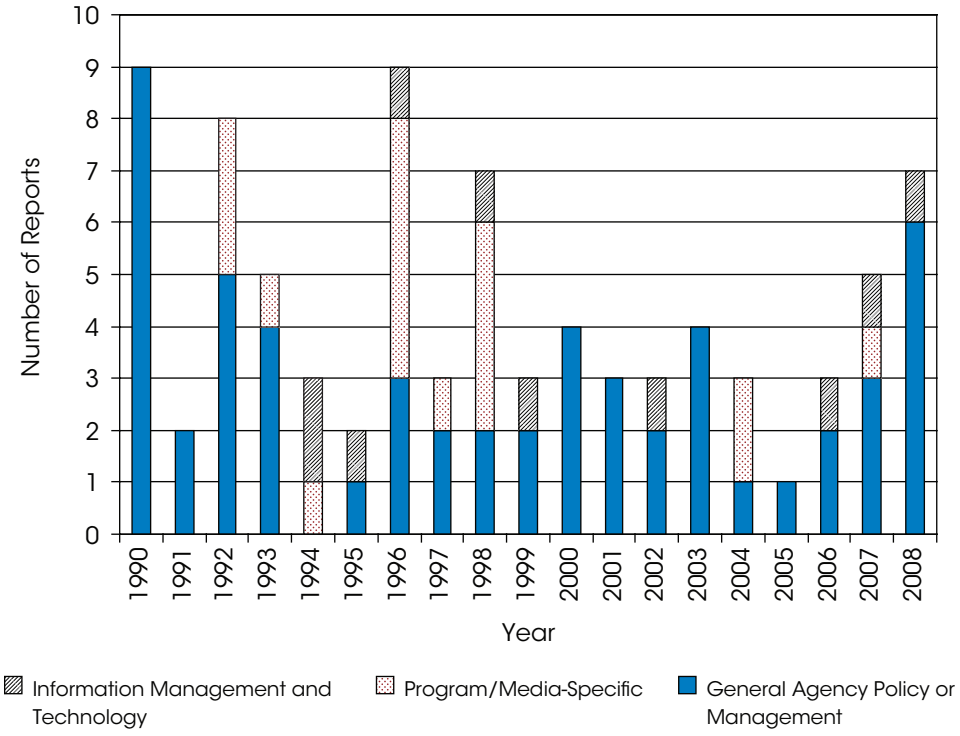
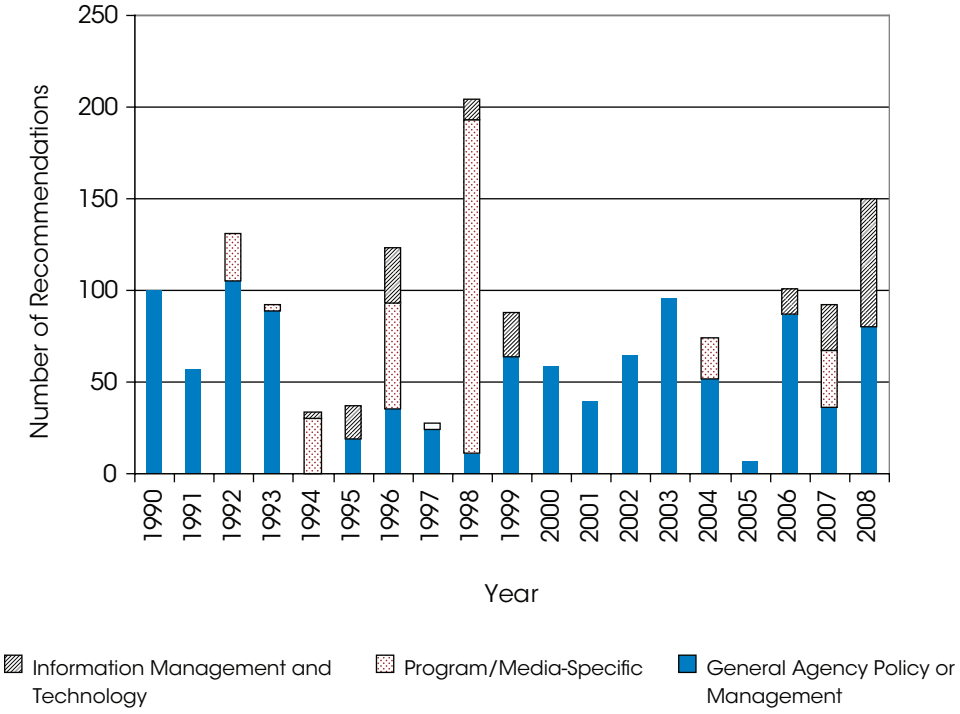


EXHIBIT 4. Number of NACEPT Recommendations (by Calendar Year)



Finally, the quality of NACEPT's membership has enhanced its success. First, strong leadership from the NACEPT Council Chairperson is a factor in overall management. Interviewees complimented the recent NACEPT Chair's willingness to promote NACEPT throughout the Agency, meeting with EPA senior staff to explore potential areas of collaboration. In addition, interviewees highlighted the recent Chair's attentiveness to subcommittee and workgroup products and his ability to cut through to essential research themes and assist in sharpening the focus of recommendations. Second, interviewees complimented the proficiency and professionalism of the Council members. One interviewee emphasized that the diversity creates a "think tank" atmosphere, where ideas are exchanged freely and political agendas (to the extent they exist) are left at the door.

Procedures and Management of Individual NACEPT Projects

The soundness of the NACEPT model is also evident in the degree of satisfaction with the procedures followed by subcommittees and workgroups. Interviewees were asked to respond to a series of questions focusing on the adequacy of NACEPT procedures and to identify characteristics of the most successful NACEPT initiatives.

Internal Procedures

Most interviewees agreed that current NACEPT procedures are efficient and effective. One contributing factor has been increased reliance on more flexible workgroup procedures for management of individual projects. While recommendations still require final approval by the full Council, initiatives are often pursued by smaller workgroups composed of Council members with a focused interest in a particular issue. This more nimble arrangement works to ensure efficient progress on research and more timely presentation of recommendations.[8] These procedures clearly improve upon those used in earlier years of NACEPT; a former EPA official noted that in the past, NACEPT studies could be "ponderous," affecting the timeliness of the findings.

Efficiency is also enhanced by consistent communication between subcommittees/workgroups and the full Council. NACEPT has had success with a liaison system whereby a subcommittee member who also serves on the full Council is responsible for keeping the Council informed of subcommittee progress and for seeking direction at appropriate times. Interviewees noted how essential this communication can be when a subcommittee includes a large group of individuals not involved with NACEPT. The system can ensure that subcommittees stay on schedule and focus on their specific charge. In addition, interviewees felt that the liaison can be helpful for anticipating how subcommittee recommendations would be received by the Council, which may help avoid conflicting views in the late stages of a project.

Finally, interviewees who served as Designated Federal Officers (DFOs) noted that OCEM and the General Services Administration (GSA) provided high-quality assistance. In particular, the DFO training course (implemented by GSA) and the OCEM guidance manual clarified the mechanics of committee management and made it easier for one interviewee to perform the practical tasks for which DFOs are responsible.

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8 Panelists participating in the November 2008 NACEPT meeting further corroborated the idea that NACEPT's streamlined procedures have improved the timeliness and relevance of its advice.

Interaction with Program Offices

Another major factor affecting the efficiency of NACEPT projects is the consistent involvement of staff working in affected program offices. Interviewees noted that NACEPT benefits greatly when a program office liaison is included on a particular subcommittee or workgroup:

- Program office staff can be helpful in refining subcommittee and workgroup charges.
- Involving program office staff helps ensure that the group gets continuous feedback and helps guide the project down a realistic path.
- Having a sponsor in the program office(s) helps the subcommittee or workgroup obtain access to key individuals in the Agency. The sponsor can play a vital role in identifying players in relevant offices and encouraging their attendance at subcommittee meetings or other NACEPT sessions.
- Program office staff participation often yields an Agency "champion" who will work to implement the NACEPT recommendations after the subcommittee or workgroup has finished its research.
- Program office staff involvement can convey a sense of importance and urgency to the research task, demonstrating to the subcommittee or workgroup members that the effort is not just a theoretical exercise, i.e., that the recommendations will be implemented.

NACEPT Recommendations in Action: Environmental Technology

In its 2006 report—*EPA Technology Programs and Intra-Agency Coordination*—NACEPT's Environmental Technology Subcommittee recommended several actions designed to refine the Agency's environmental technology programs. The recommendations included two key organizational enhancements that then-Administrator Johnson promptly enacted. First, the report highlighted the need for improved promotion and adoption of innovative technologies in the EPA Regions. In response, then-Administrator Johnson created a Regional Technology Advocacy Network (RETAN), establishing a technology advocate in each region. These advocates identify new technology opportunities in their regions; share findings with stakeholders in and outside of the Agency; and serve as members of EPA's Environmental Technology Council (ETC). Second, then-Administrator Johnson implemented NACEPT's recommendation to create a Senior Environmental Technology Officer position at EPA Headquarters. This individual serves as Chair of the ETC; facilitates cross-Agency information sharing related to innovative technologies; and performs outreach with the business community and other stakeholders.

Source: Response Letter from EPA Administrator Stephen L. Johnson to John Howard, NACEPT Chair, May 20, 2008.

One interviewee pointed out a drawback of direct collaboration between NACEPT and the program offices. Sometimes this relationship can be too close, with the Council effectively advancing key elements of an Agency staffperson's agenda. NACEPT managers must be careful to screen charges and accept assignments that allow the Council to maintain objectivity and the "arms-length" relations that characterize most advisory boards.

Staffing and Support

Another determinant of NACEPT's efficiency and effectiveness is adequate assistance with day-to-day administrative tasks. Several interviewees highlighted the important role played by contractors supporting NACEPT research efforts. Contractors not only assist with note-taking and other logistical tasks, but can serve a central role in helping the committee by integrating members' comments into interim and final reports. For instance, contractors typically assemble the diverse contributions of subcommittee or workgroup members into a coherent, readable report. Contractors can also be used to summarize major points from discussions, which members may decide to incorporate in initial drafts of interim products; this provides a concrete focal point for subcommittee or workgroup discussions and ensures that momentum achieved in meetings will not be lost.

The importance of contractor support is subject to two caveats, however. First, this type of assistance must be accompanied by practical contributions from the NACEPT committee members themselves. One interviewee noted that subcommittees and workgroups must be staffed by individuals who embrace a "worker" role. They must be willing to make practical contributions (e.g., research and writing) and not restrict their role to participation in meetings. Second, interviewees observed that the quality of contractor support has varied considerably. They emphasized that if contractor support is to be of value to the workgroup or subcommittee, EPA must select consultants with adequate expertise in the policy area under analysis. Furthermore, these individuals must possess good writing and organizational skills.

NACEPT Recommendations in Action: Sustainable Water Infrastructure

NACEPT's Sustainable Water Infrastructure workgroup examined how EPA can apply watershed approaches in addressing water supply and water quality issues. In response to the workgroup's initial findings, the Office of Water (OW) has pursued new outreach efforts to advance watershed-based concepts under its Sustainable Infrastructure Initiative. These efforts include expanded collaboration with EPA's Local Government Advisory Committee as a means of reaching local officials; use of the National Estuary Program to promote watershed approaches to infrastructure planning; and establishment of a liaison between OW and the U.S. Department of Transportation to focus on watershed-based management.

Source: Response Letter from EPA Administrator Stephen L. Johnson to John Howard, NACEPT Chair, April 24, 2008.

The addition of ad hoc members represents another way to enhance the effectiveness of a subcommittee or workgroup. Distinct from practical contractor support, these individuals supplement the experience of the existing group. For instance, one interviewee emphasized contributions made by computer specialists who participated on the NACEPT Integrated Modeling Workgroup.

Yet another determinant of subcommittee or workgroup effectiveness is simply the commitment of the individuals involved with the effort. Interviewees noted that Council members and other participants are free to make the most of their time with NACEPT, and that some individuals are ultimately more effective than others. As a result, the balance of contributions across participants may be uneven. Some of the interviewees observed that while certain subcommittee or workgroup members may be fully engaged with a project, others may remain on the periphery and make fewer substantive contributions. This outcome is demonstrated by the experience of one interviewee involved with a workgroup whose membership changed when there was turnover on the Council. The infusion of "new blood" brought energy to the project and substantially enhanced the pace of the effort. The advantages of committed staff are especially noteworthy for subcommittee and workgroup chairs. A dedicated chair is essential to advance planning and ensuring that meetings are productive. One interviewee observed

that "people don't like to waste time," and that an engaged chairperson is one key to making substantive progress.

Impact on EPA Policy and Environmental Quality

Ultimately, the primary measure of NACEPT's success is whether its recommendations influence policy decisions at EPA. However, it is difficult to state definitively the degree to which NACEPT succeeds in this regard. Recommendations vary greatly in scope and complexity, ranging from pragmatic organizational "tweaks" to sweeping overhauls of Agency procedures and mission. Not only are the latter type more difficult for the Agency to implement, but it is simply harder to *determine* if they are being implemented. For instance, if NACEPT recommends creating a position at the Agency, it is easy to determine if the advice was implemented. However, if NACEPT recommends greater integration of stewardship concepts into Agency activities, it may be difficult to assess whether the recommendation was heeded.

As a result of these complexities, interviewees noted that the record is "mixed" when considering whether NACEPT advice is directly incorporated into Agency actions. Nonetheless, numerous success stories exist; text boxes presented throughout this chapter highlight several noteworthy instances of EPA policy incorporating NACEPT recommendations.

NACEPT Recommendations in Action: Report on the Environment and Information Access Strategy

NACEPT regularly reviews drafts of major EPA publications, providing recommendations that reflect the Council's "real-world" perspective. For instance, EPA's Report on the Environment (ROE) represents a major periodic effort to describe and analyze important trends in U.S. environmental quality. NACEPT was asked to review and comment on the 2008 ROE, and several of its recommendations proved highly influential in improving the accessibility of the report. First, in response to NACEPT advice, EPA created a stand-alone Highlights Document summarizing key findings with a minimum of technical detail. In addition, EPA modified the document to incorporate numerous links to information on how average citizens can bring about environmental improvements.

Likewise, NACEPT recently made recommendations on EPA's Information Access Strategy, an effort to improve the quality and accessibility of the Agency's information resources. Changes made in response to Council suggestions include: (1) greater emphasis on tools (e.g., *Navigate EPA*) that train front-line data providers; (2) clarification of the links between environmental data and Agency priorities and initiatives; (3) expansion of the Strategy's metadata discussion; and (4) articulation of how EPA can solicit public feedback on the quality of existing information resources as well as future information access needs.

Sources: Response Letter from EPA Administrator Stephen L. Johnson to John Howard, NACEPT Chair, January 13, 2009; and interview with Mike Flynn of EPA's Office of Environmental Information.

Interviewees pointed to several factors that affect whether EPA implements NACEPT recommendations:

- **Timing:** To affect policy, recommendations must arrive at crucial decision points. NACEPT has improved its ability to deliver advice in a timely fashion by relying more on workgroup efforts (as discussed above) and by instituting a more flexible system of interim products. By allowing interim advice letters and other short products—as opposed to preparing only detailed final reports—NACEPT increases the likelihood that recommendations reach program offices at key decision points. NACEPT's work in the area of biofuels provides an excellent illustration of the advantage of the small-product approach. Interviewees highlighted the fast-paced and evolving nature of the biofuels debate. More fluid and frequent advice is necessary to make NACEPT's contributions in this area relevant and effective.

  A related timing issue occurs when NACEPT reviews major agency documents. For instance, interviewees noted that while NACEPT provided a variety of comments that were readily incorporated into the Report on the Environment (ROE), some suggestions were more fundamental and not feasible given deadline pressures surrounding the ROE's release.

- **Budgetary Feasibility:** Not surprisingly, budgetary factors play a role in whether a recommendation is implemented. Most obviously, smaller-scale recommendations that can be implemented at little or no cost to the program office have a higher likelihood of implementation. In addition, the overall budgetary context in which the recommendation occurs also has an influence. Interviewees pointed to the example of NACEPT's Effluent Guidelines Task Force. The Task Force developed a theoretically sound system for prioritizing best available technology (BAT) standards to identify effluent guidelines most in need of revision as well as to identify newer, currently unregulated categories that needed to be addressed. The objective was to help structure the daunting task that the Office of Water faced in revising the full suite of effluent guidelines every three years (as required by Congress). However, the overall budget and schedule pressure faced by OW made it difficult to pause and consider adopting the alternative approaches recommended by NACEPT.

- **Focus and Tangibility:** Interviewees noted that successful recommendations are limited in number and avoid the temptation to load in too many ideas or suggestions. Likewise, effective recommendations identify what office (and even individual) in the Agency should respond to each suggestion, so it is clear who needs to act. While exceptions may exist, the best recommendations are specific and actionable. For instance, one interviewee highlighted how NACEPT's *Everyone's Business* report features office-specific recommendations that operationalize broad themes of the study, enhancing Agency interest.

NACEPT Recommendations in Action: Environmental Futures

In the 2002 report *The Environmental Future: Emerging Challenges and Opportunities for the EPA*, NACEPT developed and tested strategies for recognizing nascent environmental issues. The report's recommendations included suggestions for integrating futures analysis into EPA's strategic planning process. In response, the Agency's latest strategic plan includes sections that address "emerging issues and external factors" for each of the plan's major policy areas (e.g., air, water, ecosystems). These sections address new challenges and opportunities likely to face EPA in coming years.

Source: Response Letter from EPA Associate Administrator Thomas J. Gibson to Dorothy Bowers, NACEPT Chair, December 30, 2002.

- **Broader Organizational Buy-In:** Another factor affecting policy impact is the receptiveness of all affected agencies and offices. First, the NACEPT project must have an immediate audience, i.e., an individual in the Agency who asked for the study and is anxious to hear the advice. Furthermore, a NACEPT project may progress with the involvement and blessing of a particular sub-office, but recommendations may affect other organizational elements at EPA. These other groups may be less receptive to the recommendations because of entrenched interests and preference for status quo, potentially undermining the chances of implementing NACEPT's advice.
- **Changes in Administration:** In instances where NACEPT recommends large-scale changes in Agency procedures or mission, the likelihood of implementation can be affected by cyclical changes in presidential administrations. For example, the *Everyone's Business* report recommends reframing EPA's mission to make stewardship a central concept. Interviewees noted that an outgoing Administrator is unlikely to pursue such sweeping changes. Likewise, interviewees suggested that a new administration may be "out of sync" with a Council selected and directed by a previous administration, and consequently may pay less attention to the advice. Likewise, another interviewee stressed the importance of continuity of senior management. This individual pointed to a NACEPT product that had a limited policy impact because the Assistant Administrator championing the effort left the Agency.

NACEPT Recommendations in Action: Engaging the Venture Capital Community

In April 2008, NACEPT's Environmental Technology Subcommittee completed the report *EPA and the Venture Capital Community: Building Bridges to Commercialize Technology*. The study explores how EPA and the investment community can partner to facilitate private sector investment in the commercialization of environmental technologies. A key recommendation is to "forge and sustain communications with the early-stage investment community." Responding to this advice, EPA recently hosted a "brown bag" discussion that brought together senior Agency officials, members of the Environmental Technology Subcommittee, and representatives of the venture capital community. In addition, a November 2008 workshop further considered the commercialization and deployment of environmental technologies.

Source: Interviews with Phil Helgerson and Dan Watts, members of the NACEPT Subcommittee on Environmental Technology.

Interviewees stressed that the likelihood of recommendations being implemented increases with attention to these factors. The chair of one subcommittee observed that EPA has shown progress on virtually all of his group's recommendations because explicit attention is paid to crafting realistic, attainable recommendations that are easily tracked.

Some interviewees emphasized that NACEPT's impacts extend beyond the primary mission of influencing specific EPA policies. First, NACEPT members may have an indirect influence on Agency practices. EPA interviewees noted that interaction with non-EPA experts can bring fresh thinking and information to the program office's activities. Indeed, in some cases, research completed by NACEPT may free up program office staff to pursue other aspects of a problem.

NACEPT Recommendations in Action: EPA Biofuels Strategy

Since 2006, NACEPT's Energy Workgroup has been developing guidance on how EPA can encourage the use of renewable fuels and ensure their sustainable development. EPA is currently implementing several recommendations found in NACEPT's first two advice letters (issued in 2007). First, then-Administrator Johnson appointed EPA's Science Advisor (who also serves as the Assistant Administrator of the Office of Research and Development) to the federal multi-agency Biomass Research and Development Board, a group tasked with coordinating federal R&D activities related to biobased fuels, power, and products. Then-Administrator Johnson also directed several senior EPA officials to convene an Agency-wide meeting to develop an internal biofuel strategy. This strategy is being organized around a five-stage biofuel supply chain framework recommended by NACEPT. All of these actions play a role in the Agency's efforts to reduce greenhouse gas emissions and increase energy efficiency.

Source: Response Letter from EPA Administrator Stephen L. Johnson to John Howard, NACEPT Chair, September 26, 2007.

In addition, NACEPT reports have been used in college curricula. Specifically, the 2002 Futures Report and the Greening of World Trade report have been used in college classrooms.

Conclusions

The considerations examined above—prudent management of NACEPT, sound procedures for addressing charges, and positive impacts on Agency policy—combine to produce a compelling picture of NACEPT's success in its first 20 years. The vast majority of interviewees praise NACEPT's management and contributions, and NACEPT's reputation for insightful, timely recommendations has grown steadily over time. Key factors influencing this success have included:

- Development of clear charges, often focusing on Agency-wide management questions which NACEPT is especially well-equipped to address;
- Diverse and balanced composition of the NACEPT Council;
- Nimble research and reporting procedures, including workgroup arrangements and interim advice letters;
- Consistent involvement of EPA program office staff;
- Strong contractor support to cover practical tasks; and
- Increasingly pragmatic and actionable recommendations that acknowledge budgetary constraints, political realities, and other factors.

Chapter 3: Recommendations

Although interviewees consistently expressed satisfaction with NACEPT's performance, refinement of the Council's operations and products would help ensure its future relevance at EPA. In response to interview questions, NACEPT stakeholders identified a variety of steps that could improve NACEPT's efficiency and the impact of the Council's advice. The sections below discuss these recommendations, organizing them into three major topics:

- The first set of recommendations reviews how OCEM and the Agency at large can better manage NACEPT and fortify its role at EPA.
- The second set of recommendations focuses on refinement of NACEPT's internal procedures.
- The final set of recommendations examines performance measurement and options for evaluating NACEPT's impact in the Agency.

General Management of NACEPT

NACEPT's Role

Interviewees were asked to discuss how NACEPT can best assist EPA in the future, i.e., what is the appropriate role for NACEPT in the Agency? Several points arose in this assessment of the Council's comparative advantage. First, although the Council has the background and experience to field a variety of charges, its composition and perspective may be best suited to broad, Agency-wide policy or management questions involving synthesis of disparate information. Interviewees advocated this kind of support in the future, noting that the Council has proven itself well suited to cross-office, inter-media, interdisciplinary problems that have longer-term time horizons; examples include futures planning, strategic planning, and sustainability. Similarly, interviewees and panelists at the November 2008 NACEPT meeting observed that EPA already receives extensive input from industry and NGOs on specific rulemakings or programs. In contrast, NACEPT is one of the few sources of advice on Agency-wide management and planning considerations, and this broad perspective is one of the Council's comparative advantages.

> "Plenty of people are willing to give us advice about this or that particular program or regulation. But NACEPT is able to look across what EPA is doing and give us some broader reflections…I think that is quite valuable."

Interviewees also encouraged continued emphasis on the Council's knowledge of innovative technology and its applications in environmental policymaking. One interviewee stressed that, in this era of rapid technological change, NACEPT should be at the forefront of efforts to make the Agency more proactive with technologies related to information management, pollution control, and clean energy. Similarly, another interviewee noted that NACEPT may have the greatest impact in cutting-edge fields that are in earlier, more malleable develop-

ment stages. The ongoing biofuels strategy provides a good example of NACEPT exploiting this comparative advantage. Collaboration between NACEPT and groups such as the Office of the Science Advisor and the Environmental Financial Advisory Board could help steer NACEPT toward areas such as high technology and alternative energy.

One interviewee emphasized the need for NACEPT to be relevant to the new administration. To be relevant, NACEPT must respond to the policy priorities of the new administration, supporting emerging initiatives. Likewise, NACEPT needs to continue evolving to meet new procedural demands, e.g., provision of more real-time advice to policymakers.

Interviewees also identified roles that NACEPT may want to avoid in the future. Most notably, one interviewee advised that NACEPT steer clear of reviewing and commenting on reports that already attract numerous reviewers (e.g., EPA's Strategic Plan).[9] In addition, another interviewee stressed that NACEPT should not be used as an arbitrator to settle contentious problems.

NACEPT Charges

Interviewees also stressed the continued need for clear NACEPT charges. As the starting point for NACEPT research, charges are vital to ensuring productive operations and useful recommendations. As such, interviewees noted that time devoted to crafting charges is always well spent. Collaboration between program office staff, as well as between the program office and the NACEPT Council, may take time, but the iterations refine the charge and ultimately pay off in a more focused research effort.[10] One interviewee recommended that the process of refining charges could be simplified by "getting everyone in a room" and hammering out the charge. Interviewees also emphasized the value of having *senior* program office staff involved with crafting charges, ensuring broader office buy-in to the direction and ultimate recommendations of the project.

Also, OCEM may want to consider soliciting charges from segments of the Agency with which NACEPT does not traditionally interact. In particular, interviewees noted that to date, the EPA regions have played a limited role in generating charges for NACEPT. As such, the regions may represent a new "client" for NACEPT.

Finally, OCEM and the program offices should continue to screen charges carefully, selecting those that will be most useful and applicable within the Agency. One interviewee suggested that this type of oversight would help ensure that NACEPT is not inadvertently working to advance the agenda of individual EPA staff. Screening will ensure that NACEPT maintains the objectivity and independence essential to any advisory group.

Promoting NACEPT within the Agency

Interviewees recommended that NACEPT promote itself more systematically within the Agency. Some interviewees felt that NACEPT's visibility is inadequate, with one suggesting that few groups beyond the Administrator's Office are aware of

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9 This is not to say that NACEPT should avoid all review and comment assignments. Many such projects have proven successful. In particular, one reviewer noted that NACEPT can often serve as a "microcosm of the general public" when offering comments on documents such as EPA's Report on the Environment.

10 While all charges are developed by EPA and ultimately approved by senior-level Agency officials, program office staff may seek input from individual NACEPT members.

NACEPT and the services it provides. Interviewees complimented efforts by OCEM staff and the NACEPT Chair to perform outreach at EPA by informing program offices of NACEPT's strengths and identifying possible areas for collaboration. Continuing and possibly expanding this practice would be beneficial. Interviewees and panelists at the NACEPT November 2008 meeting emphasized that similar outreach to groups such as EPA's Innovation Action Council and the EPA regions would help raise NACEPT's profile among senior-level executives at EPA.

One interviewee stressed the need for NACEPT to market itself *now*, in response to the new administration. This individual stressed that OCEM and the Council should familiarize incoming senior managers with NACEPT's strengths and capabilities in a proactive fashion, rather than waiting for senior managers to request the Council's services.

Despite these suggestions, interviewees acknowledged that awareness of NACEPT as a resource is a two-way street. While NACEPT can do more to promote itself, EPA staff—particularly senior political appointees—should have working knowledge of NACEPT and the other advisory resources available at the Agency.

Coordination with Other Groups in the Agency

Interviewees were asked whether there are existing internal mechanisms at the Agency with which NACEPT should be better coordinated. Most respondents focused on other advisory boards and NACEPT's role among these other entities. First, interviewees suggested closer collaboration between NACEPT and groups such as EPA's Science Advisory Board (SAB), Office of the Science Advisor, the Environmental Financial Advisory Board (EFAB), and EPA's Farm, Ranch, and Rural Communities Advisory Committee.[11] Coordinating the use of these groups would help focus NACEPT's role, avoid redundant research, and ensure that the advisory boards collectively serve EPA's needs. Coordination would also provide NACEPT with the opportunity to learn from other advisory panels; this shared knowledge could be especially helpful for structuring and organizing NACEPT's internal procedures (e.g., selection of topic areas for Council research). Likewise, coordination with the newly created Regional Technology Advocacy Network (RETAN) would serve both the goal of using internal mechanisms as well as the regional outreach goals cited above.

One interviewee suggested applying this same brand of coordination internally among NACEPT workgroups and subcommittees. For instance, the interviewee observed that topics such as biosolids management occur at the intersection of the biofuels workgroup and the water infrastructure workgroup. Recognizing these synergies may help NACEPT work more efficiently and leverage the Council's expertise in new areas.

Finally, as noted above, collaboration with senior managers involved in EPA's Innovation Action Council (IAC) may be beneficial. Beyond simply raising NACEPT's profile within the Agency, one interviewee noted that IAC could recommend emerging issues that the Administrator may wish to consider for NACEPT initiatives.

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[11] This type of coordination is already partly underway. SAB representatives served on NACEPT's workgroup reviewing EPA's Report on the Environment. Similarly, members of EFAB and EPA's Local Government Advisory Committee (LGAC) participated on the NACEPT Environmental Stewardship Workgroup. Likewise, NACEPT has recently designated an SAB liaison.

Council Member Selection

While nearly all interviewees highlighted the quality and expertise of the NACEPT Council members, some offered recommendations for improving the process by which Council members are selected. First, some respondents observed that Council members sometimes appear to be selected before NACEPT's research agenda for the coming period is established. As a result, Council expertise may not align directly with the projects at hand. Coordination of the research agenda and Council member selection would help ensure a better fit between research demands and Council expertise.

Second, one interviewee suggested that EPA consult with former Council members for input on prospective Council members. Attractive NACEPT candidates should have a strong reputation and presence in their respective fields; in many cases, peers in that community (i.e., former Council members) may have direct experience working with the candidate, and may be able to offer insights on the candidate's fit with Council needs.

Third, one interviewee suggested selecting a NACEPT Chairperson who has an established relationship with the EPA Administrator. NACEPT could potentially be more effective and influential if the Chair has "walk-in" status with the Administrator.

Fourth, one interviewee recommended shorter terms for Council members. Shorter terms would allow OCEM to identify members who are over-committed or otherwise not contributing to the group, transition them off the Council, and replace them with more active members.

Finally, echoing findings about the effectiveness of workgroups and subcommittees with committed "workers," interviewees suggested screening Council members for this trait. One interviewee noted how it may be tempting to select prominent members who "look good on paper," but who view their role as being limited to meeting attendance. However, this advice directly contradicts other interviewees who stressed the need for high-status NACEPT members who garner respect at EPA. Overall, when selecting members, OCEM and the Administrator should seek a balance between reputation and commitment to practical responsibilities.

Collaboration with Past Council Members

At NACEPT's November 2008 meeting, several current and past Council members recommended that NACEPT more frequently solicit input from individuals whose formal term on the Council has ended. They noted that past members are often willing to review documents or otherwise lend their expertise to Council deliberations. These individuals would approximate "council emeritus" status. Their contributions would help improve NACEPT's overall institutional memory, an essential function given the long time frame sometimes necessary to develop, issue, and implement Council recommendations.

NACEPT Procedures

While interviewees expressed satisfaction with the internal workings of NACEPT projects, they identified a variety of possible steps for improving efficiency. Several of these suggestions essentially call for continuation (and possibly expansion) of current practices:

- NACEPT should continue performing projects with smaller workgroups to harness the enthusiasm of the most interested Council members and

respond more fluidly to Agency needs. Along these lines, one interviewee recommended that NACEPT specifically consider a more streamlined system of document review to recognize situations where comments are time critical. Finally, NACEPT should continue its use of interim products (e.g., advice letters) to address appropriate segments of charges in a timely fashion.

- NACEPT should continue involving EPA program office staff in workgroup and subcommittee efforts, using these representatives to get access to Agency expertise and to craft more effective recommendations. One interviewee noted that this practice may involve re-interpretation of the NACEPT charter language requiring that the Council report exclusively to OCEM and the Administrator. This interviewee felt strongly that EPA staff learn from the process of NACEPT deliberations and that this learning may be even more valuable than the final advice provided by the Council on any given topic.
- As a means of enhancing communication among subcommittee and workgroup members, NACEPT should take more frequent advantage of technologies such as videoconferencing and web-based meetings. These same technologies could be used to improve coordination among the full Council. Somewhat in contrast, one interviewee emphasized the need for subcommittees and the full Council to hold more face-to-face meetings. This individual felt that OCEM should attempt to secure more travel funding for NACEPT participants. To the extent that face-to-face meetings are feasible, one interviewee stressed the value of meetings held outside of Washington D.C. (e.g., at an EPA regional office).

Some interviewees recommended that NACEPT and OCEM institute more formal systems of feedback between the program offices and the Council. Some mechanisms already exist for informing the Council of the status of their recommendations. For instance, in addition to response letters from the Administrator, one EPA interviewee noted how Council members met with the program office to discuss NACEPT's recommendations and steps that EPA was taking to implement them. In general, however, interviewees asserted that more systematic feedback would be useful and potentially would enhance the commitment and engagement of the Council members. The practice of periodically tracking recommendation implementation (see below) may directly address this suggestion.

Performance Measurement

The interviews with NACEPT stakeholders included a series of questions focusing on how NACEPT can best assess its own success in the coming decade. Nearly all interviewees began their response with the same general observations: (1) For NACEPT, "success" equates to the extent to which the Agency implements the Council's recommendations; and (2) NACEPT needs a better system for determining which of its recommendations are implemented, which are not, and why.

In one sense, tracking the "success rate" for NACEPT recommendations would appear straightforward. However, as discussed, NACEPT recommendations run the gamut from practical, incremental advice to sweeping reorientation of Agency mission and procedures. Therefore, interviewees suggested several forms of retrospective assessments that differ somewhat in scope and objectives:

- One interviewee recommended performing a detailed retrospective study of several specific NACEPT projects, examining the reasons why recommendations were or were not implemented. This study would serve as the

basis for crafting a formal system of feedback between NACEPT and the program offices that could be applied on all future NACEPT projects.

- Several interviewees suggested that NACEPT develop a periodic report—i.e., every one or two years—assessing the extent to which NACEPT recommendations have been implemented. Such a study could be used to refine the issues NACEPT addresses and the type of recommendations it provides. The study could either be developed internally (at OCEM) or by an independent contractor. Given that the nature of recommendations varies greatly, it may be best to implement this type of study only for a specific subset of NACEPT projects. Projects that produce a finite set of discrete recommendations may lend themselves better to such an evaluation than, for example, assignments wherein NACEPT reviews and comments on an EPA document.
- Short of a periodic report, NACEPT could occasionally reconvene subcommittees to assess the extent to which recommendations have been implemented. Some interviewees suggested that these procedures include meetings with program offices to hold follow-up discussions on the status of the recommendations.

To facilitate these kinds of retrospective studies, NACEPT may wish to pay explicit attention to the "trackability" of its recommendations. The goal would be to formulate recommendations that can be evaluated easily in the future. An interviewee with detailed knowledge of the Environmental Financial Advisory Board (EFAB) noted that EFAB explicitly considers this type of clarity in its recommendations.

Interviewees also suggested options for gauging the impact of NACEPT advice without explicitly tracking each individual recommendation. The basic objective would be to assess the degree to which major themes inherent in NACEPT recommendations are evident in EPA management actions. Major themes might include the following:

- Consider whether EPA is implementing an iterative management process that integrates strategic planning, financial management/budgeting, and environmental results. One interviewee argued that the Agency could more fully integrate these three major management exercises.
- Assess the degree of cross-program collaboration at the Agency. One interviewee observed how even the NACEPT project itself may demonstrate progress with respect to this indicator; that is, involvement of individuals from multiple program offices on the NACEPT subcommittee or workgroup will improve cross-office coordination.
- Gauge the degree to which EPA measures the environmental impacts of its programs and regulations. For various reasons, evaluations tend to focus on measuring program inputs, program outputs, and readily observed outcomes, with less attention paid to environmental improvements. Interviewees acknowledged that all EPA offices are under pressure from GPRA to measure true impacts, and are struggling to identify and implement these more meaningful measures.
- One interviewee stressed that another yardstick to gauge NACEPT's effectiveness would be the degree to which it moves EPA into the technology fields where it currently lacks a presence. Because alternative energy is a key to reducing greenhouse gases, the interviewee suggested that EPA may wish to consider expanding its role in the alternative energy field (e.g., wind, solar, biofuels).

As framed by one interviewee, all of these measures would reflect how NACEPT's advice helps EPA "change the way it does business." Some interviewees felt that such measures would be more effective than simply tracking the rate at which recommendations are adopted.

Other suggestions for performance measurement include the following:

- One interviewee suggested assessing the "durability" of the recommendations. Specifically, the most successful reports are those that are still relevant and useful several years after publication. In this way, a new administration can take advantage of the Council's earlier work.
- Finally, NACEPT may wish to consider demand for its services as an indicator of success. If program offices, regions, and other segments of the Agency present a large number of charges to NACEPT, it demonstrates that NACEPT's advice is highly valued.

Progress on 10-year Report Recommendations

NACEPT's 1999 report *Past and Future: A Decade of Stakeholder Advice* considered the successes associated with the Council's first 10 years of operation. The study compiled 14 recommendations for the Council and OCEM, with the goal of improving the impact and value of NACEPT in the coming years. It is useful to reflect on the extent to which the Council and OCEM have addressed these recommendations in the last decade and identify areas where further work may be needed.

Exhibit 5 summarizes the progress made against the 10-year recommendations. The interviews conducted for this study demonstrate marked progress on many of the recommendations. Themes stressed throughout this report include: (1) more streamlined NACEPT response to Agency needs; (2) improved NACEPT visibility throughout EPA, including with EPA Regions and groups such as the IAC; (3) more direct collaboration with EPA program offices; (4) improved support for subcommittees and workgroups (e.g., through contractor assistance and arrangement of ad hoc membership); (5) improved guidance for new Council members and DFOs; and (6) encouragement of more systematic feedback on NACEPT's performance and its recommendations.

In some instances, NACEPT has explored the 10-year recommendation and chosen to move in a different direction. For example, the Council has experimented with formal facilitation but has found that the Chairperson is more effective at managing meetings.

Finally, some of the 10-year recommendations focus on refinement of formal subcommittee procedures. Because NACEPT has moved toward greater reliance on smaller, informal workgroups, some of these recommendations are less relevant to current practices.

Overall, NACEPT has succeeded in satisfying the majority of the recommendations set forth in the 10-year report.

EXHIBIT 5. Progress on Recommendations Provided in NACEPT 10 Year Study

Recommendation in 10-Year Study	Progress Based on Interviews and OCEM Input
NACEPT should more actively engage in strategic planning to identify the policy issues which NACEPT standing committees address.*	• NACEPT has focused on being responsive to Administrator and program office demands; less emphasis on suggesting policy issues for the Council to address. • NACEPT produced the 2002 report *The Environmental Future: Emerging Challenges and Opportunities for EPA* to assist the Agency in identifying upcoming policy challenges. • NACEPT produced the 2009 report *Outlook for EPA*, recommending significant changes in EPA's focus and operations.
NACEPT should better publicize itself and its work to all parts of the Agency and beyond.	• Interviewees noted recent efforts by NACEPT Chair and OCEM staff to meet with program offices, regions, and other segments of the Agency. For instance, OCEM has recently briefed Regions 2 and 10 on NACEPT, with additional briefings planned. • Interviewees also noted coordination with groups such as EPA's Innovation Action Council.
NACEPT should streamline the process of developing and delivering recommendations.	• Interviewees highlighted use of smaller workgroups and reliance on shorter interim products such as advice letters.
NACEPT should conduct an evaluation of standing committee processes upon the completion of the standing committee's work.	• OCEM staff routinely follow up with program offices to gauge satisfaction with completed NACEPT efforts. However, no formal evaluation has been completed, owing to resource constraints and the need to hire outside, neutral evaluators. • NACEPT has increased its reliance on simpler, streamlined workgroup-based efforts, rather than creation of full subcommittees. Hence, limited need exists for a review of committee procedures.
NACEPT should take responsibility for maintaining contact with its past members.	• Studies such as the current retrospective and prospective analyses have relied extensively upon input from past members, seeking their perspective on past performance and future NACEPT directions. • Interviewees and participants in NACEPT's November 2008 meeting recommend selective reliance on past Council members' experience to inform ongoing NACEPT efforts.
Standing committees should prioritize their recommendations and include suggested schedules and performance targets for implementation of each recommendation.	• Workgroups routinely prioritize their recommendations. However, the Council has chosen not to dictate schedules and performance targets, leaving these decisions to the program offices.
Standing committees should request a formal response from the Agency to standing committee reports.	• The program offices typically respond to NACEPT recommendations. In particular, feedback from the EPA Administrator and Assistant Administrators on NACEPT products is more consistent than in the past.
OCEM should ensure productive interaction between NACEPT standing committees and relevant Agency program offices.	• Interviewees highlighted how direct involvement of program office staff has improved the efficiency and effectiveness of research projects. In particular, senior program office staff are able to shepherd NACEPT recommendations because of their level of experience and knowledge of EPA.
OCEM should ensure that standing committee work is adequately planned and managed by the DFO and standing committee chairperson to achieve the committee's goals in an efficient manner.	• Interviewees commended the appointment of liaisons to report from subcommittees and workgroups to the larger Council. • NACEPT has increased its reliance on workgroup-based efforts, rather than full subcommittees.

Recommendation in 10-Year Study	Progress Based on Interviews and OCEM Input
OCEM should inform program offices of the qualifications needed to be a DFO and provide training to appointed DFOs.	• Interviewees commented favorably on the guidance manual that OCEM produced for DFOs. • The General Services Administration provides FACA training for DFOs.
OCEM should develop better ways for NACEPT members to communicate between meetings.	• OCEM has increased its use of teleconferencing to facilitate communication between NACEPT meetings. In addition, smaller workgroups have led to increased meeting frequency. • While some interviewees felt that formal and informal meeting frequency was adequate, others recommended fostering more frequent communication.
OCEM should establish an enhanced formal method for the establishment of standing committees.	• A memorandum of understanding is created when a subcommittee is established.
OCEM should improve the NACEPT standing committee orientation process for new members.	• OCEM hosts an orientation session for new members, which includes an overview of FACA, NACEPT, EPA, procedures, travel policy, and other relevant issues. OCEM has also arranged presentations by past Council members to orient new members.
OCEM should develop a formal facilitation program to ensure proper support for each standing committee.	• The Council has chosen to limit its reliance on formal facilitation, instead relying on the NACEPT Chair to perform this function. • Interviewees commented favorably on OCEM efforts to provide contractor support and willingness to recruit ad hoc committee members when supplementary experience is needed.
* Note that while the 10-year recommendations make frequent mention of "standing committees," NACEPT has moved toward greater reliance on smaller workgroups.	

Appendix A: Executive Summary of NACEPT Past & Future: A Decade of Stakeholder Advice (10-Year Anniversary Report)

The Executive Summary begins on the next page.

Executive Summary

Abstract of Study

The National Advisory Council for Environmental Policy and Technology (NACEPT) was established in 1988 to provide advice to the U.S. Environmental Protection Agency (EPA) on issues related to environmental management and policy. NACEPT provides a forum for public discussion and the development of independent advice and counsel by taking advantage of the respective experiences, strengths, knowledge, and responsibilities of a broad range of Agency constituents and stakeholders. Since 1988, the Council has convened and directed the work of 26 standing committees, each established to address a specific issue. Over the last decade, these standing committees, comprised of over 700 stakeholder representatives, have addressed Agency issues related to information management, program activities, and general management and policy. The Council, in turn, has approved and published over 50 major reports containing over 1,000 recommendations to the EPA Administrator. In recognition of the 10-year anniversary of NACEPT, the Council undertook a study to evaluate its past performance and to chart a course for its future by identifying ways to better serve the Agency.

This study found that NACEPT has undoubtably been a success. NACEPT's standing committees have produced hundreds of timely and relevant recommendations responding to requests made by the EPA Administrator. Many of these recommendations have influenced or been directly responsible for subsequent EPA decisions and actions. In addition, the volume and range of topics addressed by NACEPT has increased during this time, reflecting the value placed on the Council by EPA's leadership.

This report, entitled *NACEPT: Past and Future*, presents the results of this study. Other key findings of the study are:

- NACEPT recommendations have had significant impacts on Agency decision-making as demonstrated by the creation of new programs such as the U.S. Environmental Training Institute, the establishment of new Agency offices such as the Technology Innovation Office, and incorporation into formal Agency policy such as the EPA's IRM Strategic Plan.
- NACEPT's recommendations have fulfilled the requests for advice made to Council by the EPA Administrator.
- Membership on NACEPT is balanced and representative of diverse points of view. Feedback to standing committees on the impact of their recommendations and their implementation has been limited.
- Standing committees have adequate direction, support, and resources to complete their work although enhancements in communication and facilitation support are desirable.

Based on these findings, NACEPT has undertaken several strategic planning initiatives including the development of a strategic action plan, which identified future and emerging issues relevant to environmental decision-making. In addition, this report includes recommendations related to NACEPT's operations, its standing committees, and EPA's Office of Cooperative Environmental Management, which provides management and administrative support to the Council. These recommendations range from implementing a structured evaluation of each standing committee on completion of its work to requesting a formal response from the Agency to all standing committee reports. The full list of study findings and recommendations is presented in the following Exhibits ES-1 and ES-2.

Exhibit ES-1.

PRINCIPAL FINDINGS

1. NACEPT provides valuable input and advice to the Agency from a wide variety of stakeholders.
2. Recommendations are timely for Agency decision-making and fulfill standing committee charters.
3. Standing committee membership is a balanced representation of points of view.
4. Standing committees are given adequate direction to fulfill their missions; early agreement on purpose and goals may help to improve efficiency.
5. Standing committee recommendations are developed in a timely, inclusive fashion.
6. Most respondents have not received feedback from the Agency on the impact of their standing committee's recommendations.
7. Communication between standing committee members is adequate but improvements are needed for communications between meetings and to the Council.
8. Standing committee meetings are generally well-planned and structured yet improvements can be made in defining the consensus process, ensuring equitable participation, and keeping decisions on track.
9. Standing committee members were generally positive about receiving timely and useful background and technical materials to make informed decisions.
10. More frequent meetings and improved communication between meetings could improve standing committee effectiveness.
11. Better meeting support can be achieved through increased use of technology and facilitation.

Exhibit ES-2.

RECOMMENDATIONS

The NACEPT Council should:

- Do more strategic planning to identify the policy issues which NACEPT standing committees address.
- Better publicize itself and its work to all parts of the Agency and beyond.
- Streamline the process of developing and delivering recommendations.
- Conduct an evaluation of standing committee processes upon the completion of the standing committee's work.
- Take responsibility for maintaining contact with its past members.

NACEPT Standing Committees should:

- Prioritize their recommendations and include suggested schedules and performance targets for implementation of each recommendation.
- Request a formal response from the Agency to all standing committee reports at an appropriate interval.

The Office of Cooperative Environmental Management should:

- Ensure productive interaction directly between NACEPT standing committees and relevant Agency program offices.
- Ensure that standing committee work is adequately planned and managed by the Designated Federal Officer (DFO) and standing committee chairperson to achieve committee goals in an efficient manner.
- Make clear to the program offices the qualifications needed to be a DFO and provide training to appointed DFOs.
- Develop better ways for NACEPT members to communicate between meetings.
- Establish an enhanced formal method for the establishment of standing committees.
- Improve the NACEPT and standing committee orientation process for new members.
- Develop a formal facilitation program to ensure proper support for each standing committee.

Summary of Report

Overview of NACEPT

In 1988, the U.S. Environmental Protection Agency (EPA) founded the National Advisory Council for Environmental Policy and Technology (NACEPT) [previously known as the National Advisory Council for Environmental Technology Transfer (NACETT)]. NACEPT was established to provide an ongoing stakeholder advisory group to recommend ways the Agency could encourage technology transfer through cooperative activities with industry, academia, and non-federal government agencies.

In its first decade of operation, NACEPT has involved over 700 stakeholder representatives from a variety of sectors including business and industry, state, local, and tribal governments, and academia, who have participated in 26 standing committees in addition to the Council. Each standing committee is established to address a specific charge within a set timeframe. As such, the Council serves as a steering committee, reviewing and approving the reports and recommendations of the standing committees.

The number of NACEPT standing committee investigations has increased over the past decade as NACEPT has increased the scope of issues on which it provides the Agency advice, as shown in the Exhibit ES-3 below. These committees, identified in Exhibit ES-4, have held hundreds of open meetings in accordance with the Federal Advisory Committee Act (FACA), produced over 50 major, published reports, and put forth over 1,000 recommendations related to information management, program activities, and general Agency policies.

Exhibit ES-3. Number of Standing Committees by Topic Area

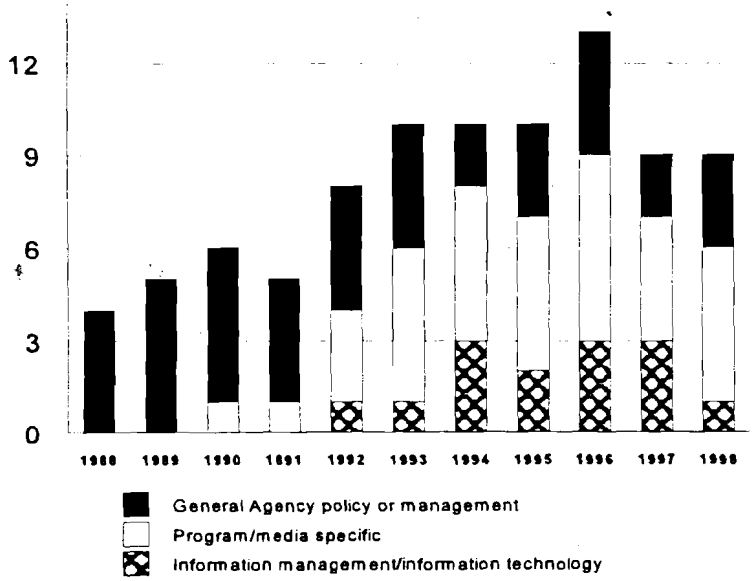
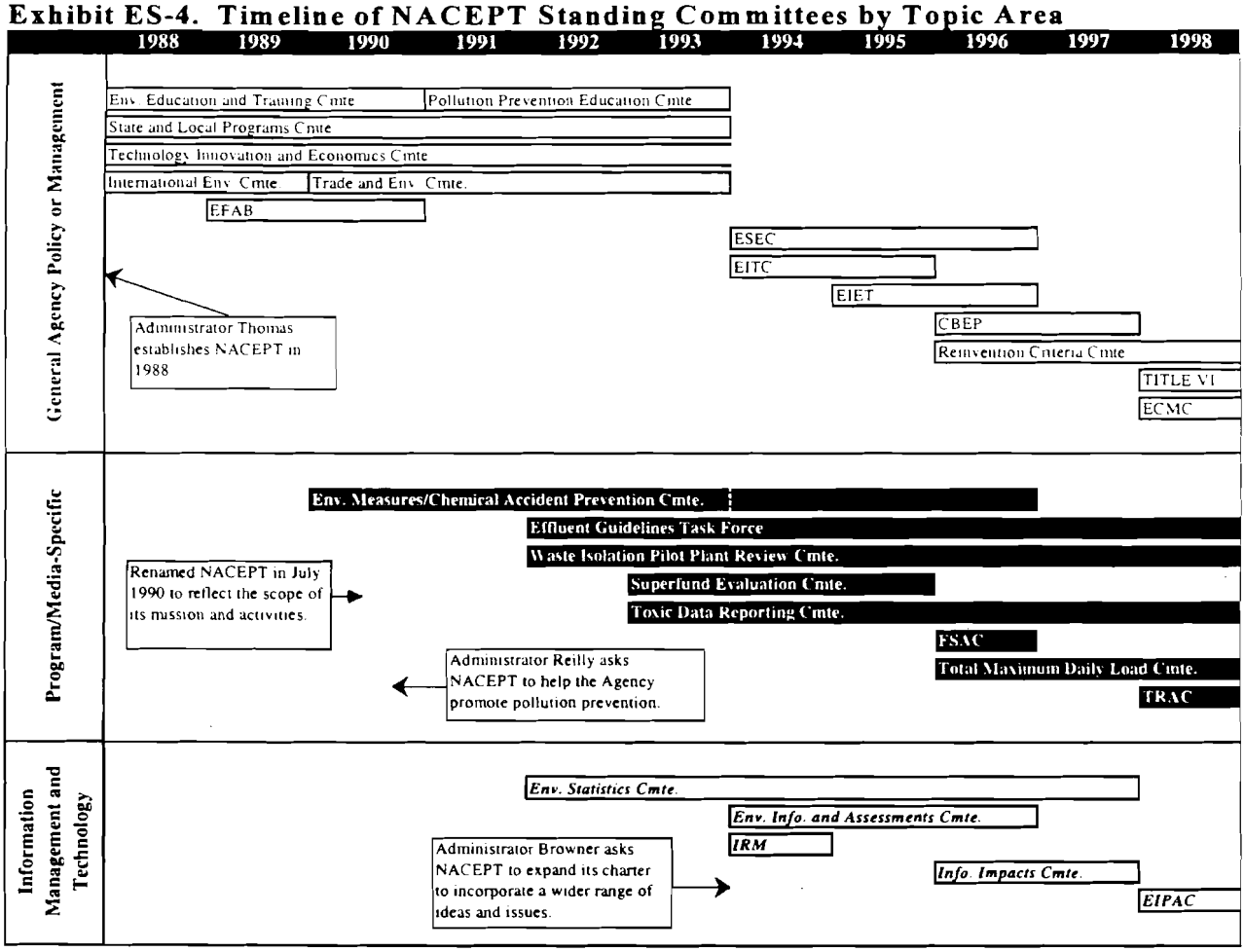


Exhibit ES-4. Timeline of NACEPT Standing Committees by Topic Area



Note: Appendix A: NACEPT Standing Committee Acronyms presents the full name and dates of operation for each committee.

Purpose of this Study

The purpose of this study was to assess NACEPT's effectiveness and impact over its first decade of operations and to develop recommendations to enhance its value in the future. The study examined NACEPT organizational processes, products, and impacts to assess both the efficiency and effectiveness of NACEPT and its standing committees from the perspectives of those serving on the Council and EPA officials who are the Council's clients. The study also examined the interaction between the Council and its standing committees and between the Council and EPA, especially the Office of Cooperative Environmental Management (OCEM) which supports the Council on behalf of the Administrator.

The study was conducted in three stages of data collection, involving: (1) extensive review of NACEPT and OCEM records and external data sources; (2) a written survey targeting all past

and current NACEPT members; and (3) detailed one-on-one interviews with a selected sample of NACEPT members and EPA officials. Additional details on the study methodology are included Appendices F, G, H, I, K, and L.

Principal Findings

Several tests of effectiveness were used in this study to assess NACEPT's impact, including the extent to which the Council and its standing committees had:

- fulfilled their charges;
- brought new, outside perspectives to EPA;
- provided timely and relevant advice and recommendations; and
- influenced the outcome of Agency policy decisions and/or course of program activities.

By all of these standards, NACEPT has been a success. Principal findings of the study are summarized in Exhibit ES-1 on page ES-2.

Through its standing committees, NACEPT has produced over 1,000 recommendations presented in over 50 major reports. In addition to informal advice, counsel, and insight were provided directly to EPA officials in the course of NACEPT meetings. Both NACEPT members and Agency officials interviewed attest to the new perspectives that NACEPT has brought to issues put before it and to the quality and timeliness of its recommendations on these issues. By a significant margin, past and current NACEPT members valued their service on NACEPT and rated their standing committee's work as valuable to EPA. For example,

- Survey respondents were very positive about the value of the NACEPT process and the advice NACEPT provides EPA decision-makers.
- Respondents particularly value the diversity of perspectives captured within the NACEPT process.
- Over three-quarters of respondents indicated that they would serve on NACEPT again if asked.[1]

Agency officials echoed these views and, as shown in Exhibit ES-5, there is an extensive list of Agency decisions and actions that can be traced back to recommendations made by NACEPT. This list, which is only a partial list of NACEPT's impact, indicates the considerable influence of NACEPT on Agency policies and actions over the last decade.

[1] NACEPT members volunteer their expertise and time and are not compensated although travel costs are reimbursed.

Exhibit ES-5. Impacts of NACEPT by Topic Area

INFORMATION MANAGEMENT AND TECHNOLOGY	
Standing Committees	***Impacts on EPA Policy***
♦ Environmental Information and Assessments Committee ♦ Environmental Statistics Committee ♦ Information Resources Management Strategic Planning Task Force ♦ Environmental Information and Public Access Committee ♦ Information Impacts Committee	♦ OIRM management incorporated NACEPT recommendation into the Agency's Strategic Management Plan. ♦ EPA launched the Facility Identification Initiative to streamline access and reporting by establishing a uniform set of facility identification data. ♦ EPA's IRM Strategic Plan incorporated much of the language contained in the IRM Task Force recommendations. ♦ Consistent with NACEPT advice, the Agency has created a Chief Information Officer to oversee the Agency's information management. ♦ Advice of the Information Impacts Committee was cited in a June 1998 Agency audit of the Office of Water's Data Integration Efforts. ♦ Recommendations of the Environmental Information and Assessment Committee influenced the Agency's Office of Research and Development's management strategy for scientific data. ♦ EPA established a Center for Environmental Information and Statistics as recommended by the Environmental Statistics Committee.

PROGRAM/MEDIA SPECIFIC POLICY	
Standing Committees	***Impacts on EPA Policy***
♦ Environmental Measures/Chemical Accident Prevention Committee ♦ Superfund Evaluation Committee ♦ Food Safety Advisory Committee ♦ Total Maximum Daily Load Committee ♦ Effluent Guidelines Task Force ♦ Waste Isolation Pilot Plant Review Committee ♦ Toxic Data Reporting Committee ♦ Tolerance Reassessment Advisory Committee	♦ The advice of EMCAP has been used in the measurement process in the Agency's pollution prevention program. ♦ EPA's Superfund Administrative Reforms adopted many of the concepts embodied in the SEC's recommendations. ♦ The Integrative Environmental Justice Model Demonstration Approach developed by SEC was incorporated into the OSWER Environmental Justice Action Agenda developed by the National Environmental Justice Advisory Council (NEJAC). ♦ EGTF recommendations have led to limitations on the use of synthetic-based drilling fluids, an examination of rules addressing coal mining operations, and revisions to the feedlot category as well as a commitment from the Agency to write regulations for dams. ♦ EPA now recommends that states publish their methodology for TMDL listings and establish related data quality assurance measures. ♦ The Agency has incorporated earlier stakeholder participation in the development of specific Effluent Guideline Rules. ♦ EPA has used approaches developed by FSAC to make FQPA regulatory decisions. ♦ EPA is currently utilizing the framework developed by TRAC to investigate science policy areas related to FQPA and tolerance reassessment.

	♦ Input from the TDR committee has led to revisions to Form A reporting requirements and resulting procedures. ♦ NACEPT advice was incorporated into the Agency's compliance criteria for WIPP. ♦ EPA now recommends the establishment of community groups to increase public involvement in the remediation of radiation contaminated sites.

GENERAL AGENCY/ POLICY/MANAGEMENT

Standing Committees	*Impacts on EPA Policy*
♦ Environmental Education and Training Committee ♦ Pollution Prevention Education Committee ♦ State and Local Programs Committee ♦ Technology Innovation and Economics Committee ♦ Trade and Environment Committee ♦ International Environmental Committee ♦ Environmental Financial Advisory Board ♦ Ecosystems Sustainable Economies Committee ♦ Ecosystems Implementation Tools Committee ♦ Environmental Information, Economics, and Technology ♦ Community Based Environmental Protection Committee ♦ Reinvention Criteria Committee ♦ Environmental Capital Markets Committee ♦ Title VI Implementation Advisory Committee	♦ EPA developed of a guidebook to help develop more sustainable economic systems. ♦ EPA created of a new U.S. Environmental Training Institute. ♦ EPA formed of EPA's Office of Environmental Education. ♦ EPA created of non-profit organizations addressing environmental education and needs of industry. ♦ EPA improved delivery of environmental information to college students and young adults. ♦ EPA established of a Technology Innovation Office (TIO) to facilitate the transfer of technologies developed in the Superfund Innovative Technology Evaluation program. ♦ EPA has addressed "environmental education" in a proactive manner. ♦ EPA developed programs which focus on educating businesses on how to implement environmental programs. ♦ EPA developed Enviroene, an electronic library of information on pollution prevention, technical assistance, and environmental compliance. ♦ The Agency has supported of projects to build state and local capacity for risk-based planning. ♦ EPA established of a the Clean Air Act Advisory Committee by the Office of Air and Radiation. ♦ EPA implemented of comparative risk and strategic planning in EPA Regions. ♦ EPA increased cooperative agreements. ♦ EPA increased use of performance evaluation based on outcomes. ♦ EPA conducted pre-congressional consultations on the Agency's GPRA plan. ♦ EPA incorporated technology incentives into the Agency's pollution prevention strategy. ♦ EPA developed techniques for ecosystem valuation. ♦ EPA developed final guidance for implementation of the data elements required by the Pollution Prevention Act.

At the same time, although largely satisfied with the process, many past and current NACEPT members recommended improvements in certain aspects of NACEPT and standing committee operations. Most importantly, few NACEPT members indicated knowing what EPA had done with their standing committee's recommendations, which impedes the Council's ability to provide continuing advice and counsel on that topic. Nearly one-quarter (24%) of respondents did not know whether the Agency had taken actions as a result of the standing committee's advice. The other principal findings are as follows:

- While adequate direction is given to guide the work of a standing committee, an initial agreement between the standing committee and relevant Agency offices on the specific purpose and goals of the standing committee would improve efficiency of the standing committee's work.

- Standing committees would benefit from more support (e.g., background materials) on technical issues. In addition, in the case of a few standing committees, respondents stated that agendas and meeting materials were not distributed in a timely way.

- The efficiency of standing committee work could be improved by more frequent meetings of the committee and improved communication between meetings to allow the committee to advance its work between meetings.

- Better meeting management is often needed. Specifically, clear and agreed on processes for reaching consensus need to be identified, equitable participation must be ensured, and facilitation is needed to keep discussions on-track.

- Deliberations could be improved by having technical advisors on hand at all meetings as well as better clerical support and equipment for real-time collaborative group work (e.g., laptop computers to draft recommendations).

- While communication is effective between standing committee members, communication between the Council and standing committees is limited.

Recommendations

Based on the findings summarized above and described in greater detail in the remainder of this report, recommendations were developed in three areas related to: (1) Council operations; (2) standing committee activities; and (3) OCEM support. These recommendations are presented in Exhibit ES-2 on page ES-3 and described briefly below.

Recommendations for improving the NACEPT Council

- NACEPT should engage in a strategic planning effort to identify pressing or emerging policy issues which standing committees might address. The results of these efforts should be transmitted to the EPA Administrator on an annual basis.

- NACEPT should streamline the recommendation review process to ensure that the advice of standing committees is approved by the Council and transmitted to the Agency in a timely fashion.

- NACEPT should conduct post-committee evaluations. Such evaluations would be led by the standing committee chairperson and DFO and would attempt to identify which aspects of the process worked well and where improvement or change is needed.

- NACEPT should better publicize itself and its work to all parts of the Agency and to external audiences.

- NACEPT should make a concerted effort to maintain contact with its past members. This contact should include communication regarding the actions which have been taken by the Agency as the result of NACEPT's advice.

- For cases in which the Agency has committed to implement NACEPT recommendations, NACEPT should request formal updates on the status of implementation of those recommendations.

Recommendations for improving the NACEPT Standing Committees

- Standing committees should be encouraged to prioritize their recommendations and include, where appropriate, implementation schedules and milestones for each recommendation.

- Standing committees should request that the Agency provide a formal response to NACEPT on the Agency's disposition toward standing committee recommendations at a mutually acceptable interval. (For most standing committees, the schedule of 60 days after transmittal seems reasonable.)

Recommendations for OCEM's management of NACEPT

- OCEM should maximize direct interaction between standing committees and Agency program offices. This could be accomplished by establishing a program office-standing committee liaison. Such a liaison would be encouraged to attend standing committee meetings, contribute to the development of agendas and background materials, and serve as the key intermediary on technical issues.

- OCEM should ensure that standing committee work is adequately planned and managed by the Designated Federal Official (DFO) and chairperson to achieve the standing committee goals in an efficient manner. Such planning would include the initial development of clear objectives and timelines to guide the investigation, as well as milestones and performance objectives by which to assess progress.

- OCEM should develop and implement a formal facilitation program to ensure proper support for each standing committee.

- OCEM should develop better ways for standing committee members to communicate between meetings. Options provided by the Internet and telecommunication systems should be considered.
- OCEM should review and enhance the method by which new standing committees are established. Specifically, better definition of the purpose and a more rigorous membership selection process are needed.
- OCEM should improve the orientation process for new members. Improvements could include enhanced focus on past NACEPT work to provide committee-specific background, as well as the development of new ways to provide training on FACA guidelines such as online tutorials or a brief video.

Conclusion

Over its first decade, NACEPT has addressed an extensive and varied set of issues at the request of the EPA Administrator and provided valuable recommendations, advice, and counsel on these issues and topics. Equally important, NACEPT's recommendations have had a significant and lasting impact on the Agency's decision making, policies, and program activities. These impacts attest to the value of the expertise and perspectives that NACEPT is able to bring to an issue. In addition, the usefulness of NACEPT to the Agency is demonstrated by the number of standing committees and range of issues addressed by NACEPT at the Administrator's request in the last decade.

NACEPT has demonstrated that it is EPA's most unique federal advisory committee. This study has identified NACEPT as having developed a niche for providing valuable advice on broad, cross-media issues. At the same time, NACEPT has displayed the flexibility to address specific programmatic issues that are of a high priority or urgent in nature. This flexibility has enabled NACEPT to be responsive to EPA, even as issues and priorities change.

At present, NACEPT is taking the strategic initiative to reinvent itself, thereby increasing its value to EPA. Evidence of this includes this study, the creation of the NACEPT Council's strategic plan, customer focus and partnering, and improved processes. NACEPT's future is filled with possibilities and promise, based on the past 10 years' exemplary record of service to EPA and the citizens of the United States.

NACEPT is indebted to Nancy Tosta, Gerard Bulanowski, Bill Sonntag, Tom Davis, and Patricia Bauman who, as the members of the Study team, directed this study and developed its findings and recommendations. Their insights, efforts, and enthusiasm were instrumental to the success of this study.

Appendix B: NACEPT Subcommittees/Workgroups and Associated Charges

Subcommittees

Name	Years in Operation	Charge
Environmental Education and Training Committee/Pollution Prevention Education Committee	1988-1993	Established to promote an environmentally conscious and responsible public through three major objectives: (1) heighten public sensitivity to the environmental consequences of our individual and collective actions; (2) educate youth and train future environmental management professionals; and (3) aid public and private executives in making informed and responsible decisions.
State and Local Programs Committee	1988-1993	Established to advise the Administrator on enhancing of state and local governments' ability to carry out their environmental management responsibilities and on building cooperation among government, business, academia, and the public interest.
Environmental Financial Advisory Board	1989-1990	Established to advise the Administrator on environmental financing, related taxation issues, innovative financing approaches, legislative and regulatory options, public/private partnerships, local and regional infrastructure issues, and accounting disclosure standards.
Technology Innovation and Economics Committee	1989-1993	Established to examine (1) the effectiveness of governmental "environmental systems" in ensuring a suitable climate for technological development and (2) the adequacy of market forces to stimulate the development of environmentally beneficial technologies.
Trade and Environment Committee	1989-1993	Established to assist the Administrator to clarify EPA's trade position, advance the integration of environmental and trade policy making, and identify key policy issues and recommendations.
Environmental Measures/ Chemical Accident Prevention Committee	1990-1996	Established to provide policy advice on ways to obtain the measurements and other information that EPA needs to make its chemical accident prevention programs work.
Effluent Guidelines Task Force	1992-2003	Established to assist the Agency in implementing the Clean Water Act, advising the Administrator on the long-term strategy for the Effluent Guidelines Program, and making recommendations on a process for expediting the promulgation of effluent guidelines as well as ways the Agency could expedite the rulemaking process.
Environmental Statistics Committee	1992-1997	Established to provide advice to EPA on ways to make its environmental statistics available, the use of statistics to measure environmental progress, and the development of environmental and economic indicators of progress.
Waste Isolation Pilot Plant Review Committee	1992-1999	Established to provide advice on the Agency's decision to approve the Department of Energy's Test and Retrieval Plans for the Waste Isolation Pilot Plant (WIPP); the development of compliance criteria implementing the High Level and Transuranic Waste Disposal Standards; and the decision to certify WIPP's compliance with 40 CFR 191.
Superfund Evaluation Committee	1993-1994	Established to examine stakeholder values, seek proposals for change, and develop a creative proposal for changes that are consistent with and help to foster capacities for state and local control over Superfund investment decisions and actions.
Toxic Data Reporting Committee	1993-1999	Established to form recommendations for definitions and guidelines under the Pollution Prevention Act of 1990 from 1993 through 1995. In 1997, the Committee was charged with developing recommendations related to EPA's proposed improvement of the Toxics Release Inventory (TRI) program.

Name	Years in Operation	Charge
Ecosystems Implementation Tools Committee	1994-1995	Established to evaluate opportunities for EPA to reorient its statutory and regulatory responsibilities to a community-based approach to environmental protection (CBEP). In addition, the Committee was responsible for identifying opportunities for the Agency to develop partnerships with state and tribal co-regulators and land resource management agencies.
Ecosystems Sustainable Economies Committee	1994-1996	Established to examine the defining elements of sustainable economies and opportunities for harmonizing environmental policy, economic activity, and ecosystem management. Specifically, the Committee was charged with examining responsibilities and opportunities related to the following three types of activities: 1) consensus-building; 2) measurement and expansion of knowledge base; and 3) development of an incentive structure.
Environmental Information and Assessments Committee	1994-1996	Established to develop a strategy to implement a Community-Based Environmental Protection (CBEP) approach, focusing specifically on the information and science requirements of such an approach. The committee was asked to examine the availability, access, and use of environmental information in support of place-based ecosystems protection, as well as how science could be brought to bear in support of CBEP implementation.
Information Resources Management Strategic Planning Task Force	1994	Established to provide expert input on how to prioritize the Agency's information resource management budget in support of the Agency's strategic vision, the integration of information, and working relationships with external partners.
Environmental Information, Economics, and Technology Committee	1995-1996	Established to review the data sources, methodologies, weighting systems and approaches proposed in two reports, "Analysis of Cost-Based Environmental Technology Gaps" and "Resource-Based Method for Identifying Environmental Technology Priorities." The Committee was also asked to provide recommendations to the Office of Policy Planning and Evaluation (OPPE) as to the appropriate methodology to use in the selection process of the industrial sectors in which the demand for more efficient environmental technologies was strongest.
Community Based Environmental Protection Committee	1996-1997	Established to focus on the availability of information, measures of success, public incentives, and private incentives required for community-based environmental protection.
Food Safety Advisory Committee	1996	Established to provide strategic, policy-level advice and counsel to the EPA Administrator to facilitate quick implementation of the Food Quality Protection Act (FQPA).
Information Impacts Committee	1996-1997	Established to provide advice on the Agency's current and proposed processes for managing information resources, particularly in terms of place-based environmental protection, the Common Sense Initiative, Performance Partnerships, One-Stop Reporting, and Project XL.
Reinvention Criteria Committee	1996-1999	Established to identify and recommend criteria EPA could use to measure the progress and success of its environmental regulation reinvention activities; to assist the EPA in its reinvention efforts, often by addressing specific questions asked by the Agency.
Total Maximum Daily Loads Committee	1996-1998	Established to develop advice on new policy and regulatory directions for the Total Maximum Daily Loads (TMDL) program regarding its roles in watershed protection, the identification of impaired waters, the pace of TMDL development, the science and tools needed to support the program, and the roles and responsibilities of state, tribes, and EPA in implementing the program.
Environmental Capital Markets Committee	1998-1999	Established to identify concrete actions that EPA, on its own or in cooperation with other federal or state agencies, could take to help the financial services industry incorporate environmental information into its core credit, investment, and underwriting decision-making processes.
Environmental Information and Public Access Committee	1998-1999	Established to examine EPA information management policy and implementation issues, including the long-term role of the Center for Environmental Information and Statistics, the EPA Information Resources Management Strategic Plan and the Re-Inventing Environmental Action Plan, and the effective implementation of Environmental Monitoring for Public Access and Community Tracking within the Agency's information management model.

Name	Years in Operation	Charge
Title VI Implementation Advisory Committee	1998-1999	Established to advise EPA on the implementation of Title VI of the Civil Rights Act through the development of a process which incorporates environmental justice into EPA planning. More specifically, charged with aiding EPA in handling and preventing complaints that state or local pollution control permits violate federal civil rights laws.
Tolerance Reassessment Advisory Committee	1998-1999	Established to provide advice and counsel to the EPA Administrator on a strategic approach for the reassessment of organophosphate pesticide tolerance regulations.
Subcommittee on Sectors	1999-2001	Established to provide advice and recommendations on EPA's implementation of the sector approach to environmental protection, informing EPA's Sector Program Plan 2001-2005.
Committee to Advise on Reassessment and Transition	2000-2002	Established to provide advice and counsel to the Administrator of EPA and the Secretary of Agriculture regarding strategic approaches for pest management planning and tolerance reassessment for pesticides as required by the Food Quality Protection Act of 1996.
First Compliance Assistance Advisory Committee	2000-2001	Established to create a multi-stakeholder working group that can provide advice to the Administrator on the design and implementation of several new projects. Initial work centered on three activities: (1) The development of a Clearinghouse for compliance assistance materials from federal, state and private sector providers; (2) The development of an annual EPA-wide compliance assistance activity plan that will outline EPA's priorities and commitments for compliance assistance activities; and (3) Convening a national forum of compliance assistance providers to share information on compliance assistance activities, provide focused feedback on the Clearinghouse and the Activity Plan, and to identify priority areas for compliance assistance activities.
Endocrine Disruptor Methods Validation Subcommittee	2001-2004	Established to provide advice and counsel to the EPA on scientific issues associated with the conduct of studies necessary for validation of Tier 1 and Tier 2 assays for the EPA's Endocrine Disruptor Screening Program (EDSP) (63 FR 71542). It was created to provide advice and recommendations regarding: the development and choice of initial protocols; prevalidation study designs; validation study designs; and the integration of prevalidation and validation study results into EDSP Tier 1 and Tier 2 methods documents suitable for external peer review.
Second Compliance Assistance Advisory Committee	2002-2004	Established to advance the work done by the first Compliance Assistance Advisory Committee. The original charge was modified to focus on three key areas: (1) the EPA-wide integration of compliance assistance (CA) into the Agency's mission, goals and activities; (2) the development of parameters which will enable EPA to successfully measure CA results; and (3) the optimization of the CA network across EPA and other environmental assistance providers.
Superfund Subcommittee	2002-2004	Established to spur a national dialogue on the role of the National Priorities List (NPL), mega sites, and program performance measures in the context of other federal, state and tribal waste cleanup programs.
Subcommittee on Environmental Technology	2004-2008	Established to investigate two questions: (1) how can EPA better optimize its environmental technology programs to make them more effective? And (2) what other programs should the Agency undertake to achieve this goal? Efforts included analysis of how EPA and the investment community can partner to facilitate private sector investment in the commercialization of environmental technologies.

Workgroups

Name	Years in Operation	Charge
Workforce Capacity Workgroup	2000-2001	Established to help the Agency focus its strategic planning for human resource development. Charge includes comparing EPA human resources planning to private sector practice and review of OARM's Workforce Assessment Project and Strategy for Human Capital.
Emerging Trends and Issues Workgroup	2000-2002	Established to: (1) Enhance EPA's ability to identify emerging trends and issues that will affect EPA over the next five to ten years; and (2) Identify emerging issues and trends, assign priorities, and prepare issue papers for presentation to the NACEPT Council.
EPA's Report on the Environment Workgroup	2003, 2005, 2008	Established to review various editions of EPA's Report on the Environment, suggesting changes that could help the document achieve its objectives and providing editorial comments to improve the clarity of the presentation.
Strategic Plan Workgroup	2003, 2006, 2008	Established to review and comment on drafts of EPA's 2003-2008, 2006-2011 Strategic Plan, and 2009-2014 Strategic Plan Change Document.
Sustainable Water Infrastructure Workgroup	2006-2008	Established to identify the ways the Agency can better advance sustainable approaches to water resource management and infrastructure to meet watershed goals.
Energy and the Environment Workgroup	2006-Present	Established to provide EPA with views on how the Agency can best organize and act to encourage the use of renewable fuels and to help ensure that the fuels are developed in ways that are sustainable in the long term.
Integrated Modeling Workgroup	2008	Established to provide a critical review of the Agency White Paper "Integrated Modeling for Integrated Environmental Decision Making."
Information Access Workgroup	2008	Established to review EPA's Strategy for Improving Access Environmental Information to determine: (1) If the strategy clearly articulates the environmental information access priorities of EPA's major audiences; (2) If the strategy balances the perspectives expressed by EPA's major information audiences; and (3) If the strategy is clearly written and understandable for members of EPA's information audiences.
NACEPT@20 Workgroup	2008	Established to: (1) identify the issues and challenges EPA will face over the next five to ten years, and (2) develop a strategic framework for NACEPT to help the Council provide future administrations with timely and relevant advice.

Appendix C: Bibliography of NACEPT Publications

Bibliography[12]

General Reports of the Council

National Advisory Council for Environmental Policy and Technology: An Overview September 1990.

Progressive Environmental Management: Leveraging Regulatory and Voluntary Action March 1993.

Promoting Innovative Approaches to Environmental Protection: A Summary of Recommendations from the National Advisory Council for Environmental Policy and Technology June 1996. (Developed as a result of the NACEPT Ecosystems Implementation Tools Committee.)

National Advisory Council for Environmental Policy and Technology: Past & Future July 1999.

The Environmental Future: Emerging Challenges and Opportunities for EPA September 2002.

Everyone's Business: Working Towards Sustainability Through Environmental Stewardship and Collaboration March 2008.

Outlook for EPA March 2009.

Advice Letters

Advice Letter: Comments Regarding the U.S. Environmental Protection Agency's Draft Fiscal Year 2001 Annual Compliance Assistance Activity Plan August 8, 2000.

Advice Letter: Fiscal Year 2002 Enforcement Grant Program May 23, 2001.

Advice Letter: National Environmental Technology Competition August 5, 2002.

Advice Letter: Update of NACEPT Activities August 15, 2002.

Advice Letter: Process to Identify Emerging Trends and Issues September 30, 2002.

12 This bibliography lists NACEPT reports produced since 1988. The inventory of older documents (pre-2000) relies on the bibliography produced for NACEPT's 10-year anniversary report (*National Advisory Council for Environmental Policy and Technology (NACEPT): Past and Future,* EPA, 1999). While efforts have been made to identify relevant materials, the list is not exhaustive.

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Advice Letter: Response to EPA's Draft 2003-2008 Strategic Plan April 25, 2003.

Advice Letter: Roll-out of EPA's Report on the Environment July 14, 2003.

Advice Letter: Comments on EPA's 2003 Report on the Environment November 6, 2003.

Advice Letter: National Environmental Indicators Database January 2005.

NACEPT Comments on EPA's Draft 2006-2011 Strategic Plan Architecture March 29, 2006.

NACEPT Comments on EPA's Draft 2006-2011 Strategic Plan July 14, 2006.

Advice Letter: NACEPT's Initial Thoughts on Environmental Stewardship December 22, 2006.

Advice Letter: NACEPT's Initial Thoughts on EPA's Role in Biofuels February 20, 2007.

Advice Letter: Strategic Framework for EPA and InterAgency Biofuel Efforts July 13, 2007.

Advice Letter: Expanding EPA's Stewardship Role in Biofuel Development November 19, 2007.

NACEPT Comments on EPA's 2007 Report on the Environment: Highlights of National Trends January 2008.

Advice Letter: Integrated Modeling for Integrated Environmental Decisionmaking September 2008.

Advice Letter: Review of EPA's Strategy for Improving Access to Environmental Information November 2008.

Advice Letter: NACEPT's Fourth Advice Letter to the Administrator on Biofuels December 2008.

Advice Letter: NACEPT's Comments on EPA's Draft 2009-2014 Strategic Plan Change Document December 2008.

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Community Based Environmental Protection Committee

Report and Recommendations of the Community-Based Environmental Protection Committee 1997.

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Maximizing Compliance Assistance: Recommendations for Enhancing Compliance Assistance Opportunities at EPA and Through Other Providers August 13, 2001.

Recommendations for Enhancing EPA's Compliance Assistance Program: Report of the Second Compliance Assistance Advisory Committee June 2004.

Ecosystems Implementation Tools Committee

Interim Report of the NACEPT Implementation Tools Committee on EPA's Place-Based Approach to Ecosystem Management January 1995.

Ecosystems Sustainable Economies Committee

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Environmental Capital Markets Committee

Green Dividends? The Relationship Between Firms' Environmental Performance and Financial Performance May 2000.

Environmental Information, Economics, & Technology Committee

Peer Review of *Analysis of Cost-Based Environmental Technology Gaps* June 1996.

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Environmental Education & Training Committee/Pollution Prevention Education Committee

National Advisory Council for Environmental Policy and Technology: The Urban Environmental Education Report December 1990.

National Advisory Council for Environmental Technology Transfer: Report and Recommendations of the Environmental Education and Training Committee 1990.

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Partnership-Building to Promote Pollution Prevention: Industry Focus Group Report October 1992.

Partnerships for Pollution Prevention Education and Training December 1992.

Environmental Financial Advisory Board

Environmental Tax Policy Statement Draft Recommendations March 1990.

Small Communities Financing Strategies Workgroup Draft Recommendations March 1990.

Public Financing Options Workgroup Draft Recommendations March 1990.

Private Sector Incentives Workgroup Draft Recommendations March 1990.

Reinvention Criteria Committee

Letter to the Deputy Administrator: Preliminary Findings and Recommendations October 22, 1996.

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Recommendations on EPA's Draft Strategic Plan July 1997.

Interim Report of the Reinvention Criteria Committee March 1998.

Final Report and Recommendations of the Reinvention Criteria Committee: Identification of Evaluation Criteria for EPA's Reinvention Programs September 1999.

Final Report and Recommendations of the Reinvention Criteria Committee: Incentives to Promote Environmental Stewardship December 1999.

State & Local Programs Committee

Report and Recommendations of the State and Local Programs Committee February 1990.

Implementation of Recommendations October 1990.

State and Local Programs Committee Recommendations March 1991.

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Subcommittee on Sectors

Report and Recommendations: EPA Sector Program Plan 2001-2005 December 11, 2000.

Petroleum Refinery Sector Workgroup: Refinery Air Information Reporting System (RAIRS) October 2000.

Technology Innovation & Economics Committee

Report and Recommendations of the Technology Innovation and Economics Committee January 1990.

Permitting and Compliance Policy: Barriers to U.S. Environmental Technology Innovation: Report and Recommendations of the Technology Innovation and Economics Committee January 1991.

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Title VI Implementation Advisory Committee

Final Report of the Title VI Implementation Committee April 14, 1999.

Trade & Environment Committee/International Environmental Committee

The Greening of World Trade February 1993.

Workforce Capacity Workgroup

Report and Recommendations: Evaluation of EPA's Workforce Assessment Project and Strategy for Human Capital April 2001.

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National Environmental Information Goals and Objectives for the 21st Century: Draft Interim Recommendations of the Environmental Statistics Subcommittee April 1992.

Report of the Pollution Prevention Measurements Subcommittee June 1992.

Measuring Progress in Chemical Accident Prevention: Recommendations of the Chemical Accident Prevention Subcommittee September 1992.

Establishment of a Center for Environmental Statistics at EPA: Interim

Effluent Guidelines Task Force

The Effluent Guidelines Program: Selection Criteria for Preliminary Industry Studies July 1994.

Effluent Guidelines Task Force Workgroup 1 - Issue Paper: Design of Preliminary Studies September 1996.

Fostering Pollution Prevention and Incorporating Multi-Media Considerations into Effluent Guidelines Development September 1996.

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Report of the Toxics Data Reporting Committee on the Toxics Release Inventory Program December 1998.

Food Safety Advisory Committee

Summary Report of Food Safety Advisory Committee December 1996.

Total Maximum Daily Load Committee

Report of the Federal Advisory Committee on the Total Maximum Daily Load (TMDL) Program July 1998.

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Framework for Refining FQPA Science Policy October 1998.

Schedule for Release of Guidance on Science Policy Issues October 1998.

Superfund Subcommittee

Final Report: Superfund Subcommittee of the National Advisory Council for Environmental Policy and Technology April 12, 2004.

Sustainable Water Infrastructure Workgroup

National Advisory Council for Environmental Policy and Technology's Initial Findings and Recommendations on EPA's Sustainable Infrastructure Watershed Pillar July 2007.

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Environmental Statistics Committee

FY 1995 Recommendations of the Environmental Statistics Subcommittee 1995.

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Findings and Recommendations of the Ecosystems Information and Assessments Committee June 1996.

Information Resources Management Strategic Planning Task Force

Interim Recommendations March 1994.

Using Information Strategically to Protect Human Health and the Environment: Recommendations for Comprehensive Information Resources Management August 1994.

Information Impacts Committee

Interim Report January 1997.

Managing Information as a Strategic Resource: Final Report and Recommendations of the Information Impacts Committee January 1998.

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Report and Recommendations of the Environmental Information and Public Access Committee April 28, 1999.

Subcommittee on Environmental Technology

EPA Technology Programs and Intra-Agency Coordination May 2006.

EPA Technology Programs: Engaging the Marketplace May 2007.

EPA and the Venture Capital Community: Building Bridges to Commercialize Technology April 2008.

Appendix D: Individuals Interviewed

Name	Current Position*	Relationship to NACEPT
Derry Allen	EPA, Office of Policy, Economics, and Innovation	Working with NACEPT on stewardship and sustainability issues
Sonia Altieri	Designated Federal Officer, NACEPT, EPA	Working with Council since 2000; since 2004, served as DFO on a variety of NACEPT initiatives
JoAnne Berman	EPA Office of Enforcement and Compliance Assurance	Served as Designated Federal Officer for NACEPT's Compliance Assistance Advisory Committee
Dorothy Bowers	Former VP of Environmental Programs for Merck & Co.	Former NACEPT Chair (2002-2005, approximately)
Rob Brenner	Director, Office of Policy Analysis and Review, EPA Office of Air and Radiation	Worked with NACEPT on stewardship and venture capital
Michael Brody	EPA, Office of Policy, Analysis, and Accountability	Working with NACEPT on futures and strategic planning
Angelo Carasea	EPA Office of Solid Waste and Emergency Response, Office of Superfund Remediation and Technological Innovation	Served as DFO on NACEPT's Superfund Subcommittee, 2003-2004
Mike Flynn	Director, Office of Information, Analysis and Access, EPA Office of Environmental Information	Worked with NACEPT on Report on the Environment and EPA's Strategy for Improving Access to Environmental Information
George Gray	EPA, Assistant Administrator, Office of Research and Development	Working with NACEPT on biofuels and environmental technology issues
Hank Habicht	Managing Partner, SAIL Venture Partners	Worked with NACEPT while EPA Deputy Administrator (1989-1993); has addressed Council on technology topics
Bob Hardaker	Retired	Involved with NACEPT precursor organizations beginning in 1988; served as OCEM Director from 1990-1991
Phil Helgerson	Computer Sciences Corporation	NACEPT Environmental Technology Subcommittee Chair
John Howard	Partner, Vinson & Elkins, LLP	NACEPT Chair, January 2006 – January 2009
Mark Joyce	Associate Director, OCEM	Since 1992, served as DFO on a variety of NACEPT initiatives
Stan Meiburg	EPA Region 4, Deputy Regional Administrator	Collaborated with NACEPT on Environmental Stewardship report; broad knowledge of advisory board procedures through extensive EFAB work
Erik Meyers	The Conservation Fund, Vice President of Sustainable Programs	Current NACEPT Council member, Interim NACEPT Chair
James Morant	EPA Office of International Affairs	Served as DFO on NACEPT's Environmental Statistics Committee in the early 1990s
Arleen O'Donnell	Massachusetts Environmental Trust	Current NACEPT Council member
Donna Perla	EPA, Senior Advisor to the Director of Sustainable Development, Office of Research and Development	Working with NACEPT on biofuels issues
Abbie Pirnie	American Association of Retired Persons	Served as OCEM Director from 1991-1995

Name	Current Position*	Relationship to NACEPT
Gordon Schisler	EPA, Deputy Director, Office of Civil Rights	Deputy Director and Acting Director of OCEM from 1991 to 2002
Joseph Sierra	EPA Office of Environmental Information, Chief of Information Strategies Branch	Served as DFO on a variety of NACEPT initiatives from 1993 until 1998, with a focus on information resources management
Richard Sustich	University of Illinois Urbana-Champaign	Former NACEPT Council member
Dan Watts	Executive Director, New Jersey Institute of Technology, York Center for Environmental Engineering and Science	Current NACEPT Council member
Gwen Whitt	EPA Office of the Administrator, Office of Executive Services	Served as DFO on a variety of NACEPT initiatives from mid-1990s until 2002

* Each individual's current position and relationship to NACEPT are based on the date which individuals were interviewed.

APPENDIX E: Interview Questions

Questions for NACEPT Retrospective Analysis

1. Please describe your role with NACEPT (committee member, EPA, OCEM).
2. How would you describe your experience with NACEPT?
3. What is your opinion on whether NACEPT's charges from EPA are clear and provide adequate direction?
4. How would you describe the timeliness and quality of NACEPT's advice?
5. Based on your knowledge, to what extent were the recommendations implemented?
6. How have NACEPT's recommendations and advice impacted the Agency's decision-making and actions?
7. Based on your experience, what factors influence whether or not EPA acts on specific recommendations?
8. Based on your experience, what NACEPT projects have been most and least effective?
9. What factors do you think have an effect on whether the project is effective or ineffective?
10. What would you recommend to make NACEPT more efficient and effective?
11. What do you see as the strengths and weaknesses of the system for selecting NACEPT members?
12. Given NACEPT's strengths and capabilities, how can NACEPT best assist EPA?
13. Are there any existing internal mechanisms that NACEPT should utilize?
14. How can EPA best identify new policy issues for NACEPT to consider?
15. Over the next ten years, how would you define success for NACEPT?
16. What measures would indicate success or failure for NACEPT in the next ten years?
17. What are some ways in which the Agency can better track and measure the effectiveness of NACEPT?
18. Is there anything else you would like to add?

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