



Evaluation Report of the Senate Bill 702 Expert Working Group Process and Initial Outcomes

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Key Findings

- The Expert Working Group (EWG) report fulfilled the legislative intent of SB 702 and laid out a blueprint and justification for establishing a California Tracking system that is evidence-based.
- The report is seen as a model/standard setter and has influenced thinking and planning in California and nationwide.
- Although several policy initiatives were proposed as a result of the report, the full potential impact was affected by the budget environment and the introduction of the California Performance Review Initiative.
- The staff was praised widely for their responsiveness to the EWG needs, their efficient and skilled work, and their overall support of the EWG process including development of the report.
- The process was extremely productive and satisfying for a group of this kind: group makeup, focus on the task rather than on politics and positioning; attention to detail and responsiveness to EWG needs were contributing factors.
- Keeping momentum and interest in the report alive was a key concern and many strategies were suggested.
- The information provided and the presentation formats used helped facilitate the members' understanding of the meeting content; chair was an effective leader.
- Overall the group comprised a good mix of professionals representing the necessary disciplines; the absence of members from groups most impacted by environmental hazards, as well as representatives from environmental agencies and industry, were noted, although this representation was not specified in the legislative bill.



Section 1

Introduction

In October 2001, Governor Davis signed Senate Bill 702 (Escutia), which declared the legislature's intent to establish an environmental health surveillance system. SB 702 required the Division of Environmental and Occupational Disease Control of the California Department of Health Services (CDHS), in cooperation with the California Environmental Protection Agency's Office of Environmental Health Hazard Assessment and the University of California, to establish a working group of technical experts (Expert Working Group) to devise possible approaches to establishing such a system, including measurements needed to monitor Californians' health, a database to facilitate examination of the relationship between chronic diseases and the environment over time, and the estimated cost for each approach. To this end the EWG produced the SB702 report entitled "Strategies for Establishing an Environmental Health Surveillance System in California."

To identify lessons learned from the SB702 report development process and assess the utility of the SB702 Report for key stakeholders, Selma Abinader and Associates was contracted to conduct an evaluation. The evaluation contained here assessed the SB 702 report development process and the initial impact of the SB702 report on efforts to establish an environmental health surveillance system in California. The evaluation consisted of a series of key informant interviews with representatives from the following stakeholder groups: legislative staff, SB702 Expert Working Group (EWG) members, and state agency representatives who contributed to the content of the report. The key informant interviews provided a wealth of quantitative and qualitative information regarding the processes and impacts of this project.

16 interviews were conducted by phone during September 2004. 11 out of 16 contacts were members of the EWG; the remaining respondents represented key stakeholder groups involved in the legislative and policy aspects of the effort.

On average, EWG members surveyed attended four of the five meetings. Three of the other respondents attended the EWG meetings at least once or twice. Conducting more meetings in Sacramento or in southern California and utilizing better conferencing technology were noted as strategies to increase attendance, particularly by legislative or out-of-state participants.

What the Survey Examined

The evaluation consisted of 32 questions that yielded quantitative and qualitative responses on:

- The planning, preparation, implementation, and follow-up activities associated with the EWG meetings.
- The SB702 report development process including content development, drafting and feedback, press conference and information dissemination plan.
- The impact and usefulness of the SB702 report and its overall effectiveness.

Figure 1 presents the Integrated Systems for Knowledge Management (ISKM) framework. Although this participatory framework was not used to guide the SB702 process in its inception, it provides a useful context to view and evaluate the various aspects of the SB702 process in retrospect.

ISKM was initially designed to assist communities to develop and manage the knowledge needed to support shared learning and sound decision making, particularly with environmental management projects that have similar applications, challenges and processes as SB702.

Aspects of the ISKM defined below illustrate the theoretical framework we used to synthesize and interpret the quantitative and qualitative data provided by the respondents in order to formulate key findings and the lessons learned (highlighted here and throughout the report). How the framework corresponds to the various phases of SB702 process and evaluation questions is also illustrated.

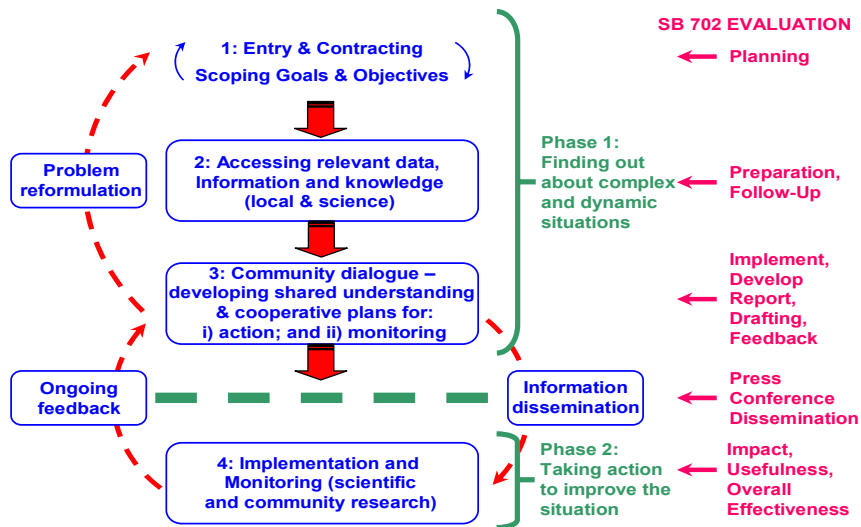


Figure 1: ISKM — a participatory research framework to facilitate the identification and introduction of more sustainable land management practices. The two phases combine to form an effective learning environment. [\(Adapted from Allen et al. 1996, 1997; Bosch et al. 1995a, 1996a\)](#)



ISKM: Entry and Contracting SB702: Planning

Key aspects:

- Relationships and communication mechanisms were developed that made it easy for participants to talk about their needs and share information.
- Participants developed a common understanding of the perceived issue or problem and collectively decide on the project goals, agendas and courses of action.
- The EWG members reflected the variety and types of disciplines and stakeholder perspectives that were needed to develop credible recommendations.

ISKM: Accessing Relevant Information, Data and Knowledge SB702: Preparation, Follow- Up

Key Aspects:

- The process provided relevant decision support that helped members make decisions, change behavior and develop new perspectives.
- Infrastructure and IT tools to support sharing of the necessary information were effectively used.
- Information included relevant data and other research results.
- Process prompted members to share reasons behind their views and increased their understanding of the political and organizational context of the decision making process.
- Members communicated clearly and placed problems and information within a broader policy context.

ISKM: Community Dialogue SB702: Implementation, Report Development, Drafting, and Feedback

- Dialogue served to build a common understanding of why specific information about health and the environment is relevant to different audiences.
- A diversity of viewpoints was valued and encouraged, making it less likely that useful information was dismissed out of hand, and minimizing unnecessary conflict over the value and relevance of information supplied by different sources.
- View points were introduced into the process through community input and integrated into the final report's recommendations.
- Process yielded a set of recommendations that reflected the input and decisions of the EWG members and other key stakeholders.
- Process was effective in building and maintaining trust.

ISKM: Information, Captured and Disseminated **SB702: Press Conference, Dissemination**

- The recommendations were widely disseminated.
- Efforts to engage key audiences/stakeholders were successful.
- Key messages were captured and emphasized in the press coverage.
- Attention was given to balancing the use of technologically sophisticated information systems with social processes to ensure that the information was effectively shared, understood, and used to change behavior from the ground up.

ISKM: Implementation and Monitoring **SB702: Impact, Usefulness, Overall Effectiveness**

The ISKM process identifies important outcomes that apply to the SB702 process. These outcomes include the following:

- **Shared understanding and plans for action:** The SB 702 Report provided immediate access to new ideas and perspectives which helped the target audience re-evaluate their current practices. At the same time, it helps develop a shared understanding of issues.
- **Relevant research initiatives:** The report aided the identification of new and relevant research initiatives as knowledge gaps are identified. It also provided a resource for prioritizing information and technical needs.
- **Useful management information systems (MIS):** The report provided many of the information resources necessary to develop information/decision support systems (for monitoring, interpretation and management) that are relevant to the needs of decision-makers and policymakers, and consequently more likely to gain their acceptance. Users are likely to display greater commitment to a system they have co-developed, as well as a greater understanding of any changes needed to make it work (Allen 1999).

Outcomes that are not explicit within the ISKM framework but are important to evaluate include:

- **Greater cooperation:** The **SB 702 process** facilitated greater cooperation and collaboration between key stakeholder groups needed to implement the recommendations.
- **Policy initiatives:** The **process** generated or influenced policy initiatives and secured funding to support the recommendations.

How to Read this Report

Sections 2–7 of this report provide an analysis of the findings organized according to the layout and structure of the survey tool. Section titles and the focus of each section are described below. The questions asked under each of these section headings are located at the beginning of each section of the report, as detailed below. The averages of the response rankings to the quantitative questions are also indicated.

The bibliography, survey tool and the response ranking for each quantitative question are located in the appendix. A summary on the impact and usefulness of this document is included in Section 8 of this report.

Descriptions of Sections 2–7

Section 2: Planning and Preparation

Focuses on the overall planning process, the content of the meetings and how well-prepared members were to participate in meeting discussions and activities.

Section 3: Implementation and Follow-Up

Focuses on how well-managed and participatory the meeting process was, if the speakers provided information that was relevant to the meeting topics, and the responsiveness of staff to the EWG needs.

Section 4: Overall Effectiveness of the EWG Process

Focuses on how the makeup of the group and the information and technical assistance provided contributed to the development of appropriate recommendations for a California Tracking system. Also looks at the effectiveness of the EWG process overall, including what worked best and what would be done differently in the future.

Section 5: Content Development, Drafting and Feedback

Focuses on members' satisfaction with the final report, particularly in reflecting their recommendations and input from agencies and the public not represented on the EWG. Also looks at the process of drafting the report and the contributions of the staff and editor to this process.

Section 6: Press Conference

Focuses on the press conference and the effectiveness of the press materials and press coverage in emphasizing key messages and issues. Respondents were press conference attendees only.

Section 7: Impact and Usefulness

Focuses on how compelling and useful the report has been or potentially will be on impacting policies, legislative proposals, or environmental health initiatives; forecasts which recommendations will have the most impact; and outlines strategies for increasing the impact or usefulness of the report.

Section 2

Planning and Preparation

“Managing successful community dialogue processes requires the creation and managing of safe environments for debate, including finding appropriate times, developing the right questions, and ensuring that the different scales and levels that stakeholders are operating on can be addressed.” (Allen & Kilvington 1999)

“Availability of good information lies at the heart of effective and equitable decision making.” (Sarokin & Schulkin 1991)

“Since good decision making depends on the availability of sound supporting information, the need for carefully managed participation applies equally to gathering information and developing the systems for managing it as it does to the decision making itself. However, as many reviewers observe, the involvement of people in this way is all too often neglected, especially within information technology enabled projects.” (Malhotra 1997)

EVALUATION QUESTIONS

Were the agendas effective in defining a clear course of action for each meeting?

Avg: 3.6

Did the agendas incorporate priorities and information needs expressed by the EWG?

Avg: 3.8

Is there anything else you would like to add?

Information was presented in the following formats. To what extent was each format effective in facilitating your understanding of the meeting content?

- Detailed Agendas
Avg: 3.9
- Summary Tables
Avg: 3.4
- Conceptual Models
Avg: 2.7
- Briefing Papers
Avg: 3.4
- CA Tracking Website
Avg: 4.3
- Other (please specify)

Did the materials that were provided before each meeting prepare you to participate and contribute to the discussions?

Avg: 3.7

Is there anything else you would like to add?

Planning: How effective was the overall planning process and content of the meetings?

“The agendas were helpful to get us there—we did accomplish our task.”

Respondents were asked if the agenda defined a clear course of action for each meeting and if they incorporated the expressed priorities and information needs of the EWG.

Almost all respondents indicated that the agendas defined a clear course of action. This view was particularly true once the EWG became clearer and more vocal about their priorities and were able to articulate their information needs to the staff.

A participatory group process typically involves five levels of participation that offer increasing degrees of control to those involved (Figure A). As is typical of most group processes, it took several meetings for the EWG to move from the information level to the deciding together and acting together levels. By the third meeting, respondents felt that the agendas were more EWG-driven rather than staff-driven. Everyone gave the staff high marks for being responsive to the EWG expressed needs for information, for outlining the next steps ahead of time, and for crafting agendas that responded to their requests.

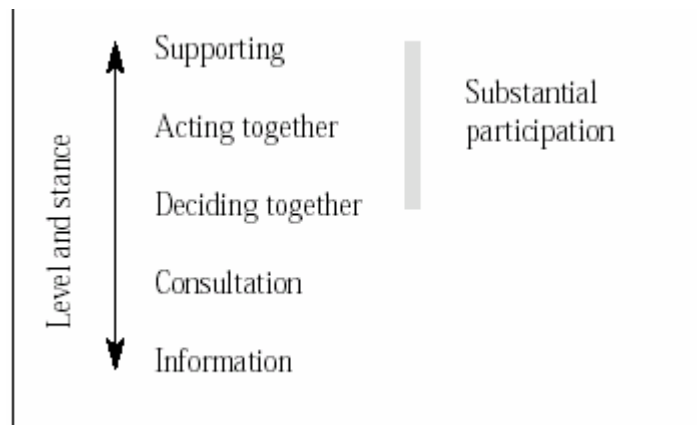


Figure A (Wilcox 1994)

Preparation: How well-prepared were you for the meetings?

Respondents were asked to share their perspectives on how well-managed and participatory the meeting process was, if the speakers provided information that was relevant to the meeting topics, and the responsiveness of staff to the EWG needs.

Information was presented in the following formats to help facilitate the members' understanding of the meeting content:

- Detailed Agendas
- Summary Tables
- Conceptual Models
- Briefing Papers
- CA Tracking Website
- Other

“staff did a good job at anticipating what was needed to facilitate the group’s understanding of the meeting content and provided that at every meeting.”

Overall, the EWG members felt the information formats helped facilitate their understanding of the meeting content. Everyone gave the detailed agenda high marks. The responses regarding the summary tables, conceptual models and briefing papers were more varied and interesting to note.

The conceptual models received the lowest average ranking of all presentation formats (2.7). The discussion of the conceptual models was lengthy and difficult for some members, and the initial models confused them instead of facilitating their understanding of the inputs and outputs. One respondent noted that the models presented later in the process were clearer and more appropriate.

The remaining feedback focused on how to use these formats more effectively to facilitate discussion. For example, one respondent felt that having a hard copy of the summary tables that were being presented visually at the meeting would have facilitated their understanding of the material and increased the usefulness of this aid.

Another respondent suggested that presenting the conceptual models first was “jumping ahead of the process.” The group needed more baseline-information to work from, for example, an overview of the data systems in place (e.g. birth defects, cancer registry), and how they might be applicable to the process. It was also suggested that briefing papers and summary tables were appropriate formats in which to present this information to the group.

Respondents consistently applauded the staff’s responsiveness to the EWG need for information and suggestions for changes in the agenda or presentation formats. Overall, respondents indicated that the materials were provided in a timely manner, and were very helpful in preparing members to participate in the meeting.

Section 3

Implementation and Follow-Up

“Developing a supportive climate for effective interaction in relation to environmental issues, which are characterized by conflicting social perspectives, is often difficult. But it is necessary as the learning process itself is characterized by constructive debate of the merits of alternative goals and technologies, and reflections on the interpretation of underlying evidence and beliefs. In turn this learning is also supported by more, rather than less, interpretations of information. This dialogue (or constructive conflict management) is what helps stakeholders to change their views, and find a mutually understood and supportable position.” (Allen 2000)

“...participation doesn't just happen, it is initiated.” (Wilcox 1994)

“The difficult task for the practitioner managing the process is to identify these interests, help them work out what they want, and negotiate a route for them to achieve it.” (Wilcox 1994)

EVALUATION QUESTIONS

Did the meeting process:

Move along according to the agenda?

Avg: 3.6

Promote inclusiveness?

Avg: 3.6

Provide a good balance between presentations and discussion?

Avg: 3.5

Serve as a forum for both convergent and divergent viewpoints?

Avg: 3.6

Did the outside speakers provide information relevant to the agenda focus and topic?

Avg: 3.2

Is there anything else you would like to add?

Was the staff responsive to EWG needs? For example, did the staff provide additional information when they were requested to? Did the staff move forward to organize the drafting of the report?

What additional feedback would you like to give about the follow-up provided by the staff when they were requested to provide information or produce documents?

Is there anything else you would like to add?

Implementation: Was the meeting process effective?

Respondents were asked to evaluate how well- managed and participatory the meeting process was, if the speakers provided information that was relevant to the meeting topics, and the responsiveness of staff to the EWG needs.

On average, respondents felt that the meeting moved along according to the agenda, that agendas were well-organized, and that changes in the agenda were discussed by the group. Many respondents commented on the effectiveness of the chair in facilitating the agenda, moving the meeting along, and providing clear leadership to the effort.

Although presentations were at times too detailed for some members, knowing this level of specificity ultimately enhanced their ability to contribute to an overall understanding of the issues.

Some members felt that more discussion time was needed; others suggested that the process was effective because there was sufficient time for questions and answers. As one respondent said, “the process worked best when speakers could *dialogue* with the group.”

Most respondents felt that a diversity of viewpoints were valued and encouraged, particularly once outreach was conducted to include community members in the process. One respondent felt it was unfair to evaluate whether the process promoted inclusiveness or served as a forum for both convergent and divergent viewpoints. In the respondent’s opinion, the process was not designed to capture the full range of views but rather to develop recommendations based on input from a panel of experts.

No clear preference for individual speakers or panel presentations emerged from the responses. Most responses indicated that there was a good mix of technical experts and community activist groups, as well as a good balance between both types of presentation formats.

Although not unanimously expressed, it is interesting to note several respondents’ suggestions for increasing the effectiveness of speakers’ presentations:

- More time should be allocated for discussion after the presentations.
- Individual speakers, particularly community members, should tailor their talks to the issues the group was working on and considering. Community presentations, in particular, lacked critical analyses.
- The technical presentations were at times too targeted and did not relate holistically to or tie in well with the agenda.

“Staff was always responsive and helpful to the Senator, kept the Senator aware of the progress of the effort and provided consultation on possible legislation”

Follow-Up: How well did the staff respond to the EWG needs?

The EWG members were very impressed with the way staff responded to their needs. The following sample of direct quotes best illustrates the group’s overall thinking:

- Staff was responsive and thorough. Very enthusiastic and helpful—did a fantastic job!
- Members were concerned at the first two meetings, worried about where to go; once group pointed out concerns, staff was very responsive; group was very pleased with the staff response. Once the group got into writing of the report—staff did hell of a job.
- Very good job. Very sensitive to input of the working group and how to incorporate that.
- Very responsive, timely about it; heard what we said. Didn't have to restate it numerous times. Staff did not force an agenda on the group.
- Staff was amazing—never witnessed a process where the staff was so responsive to the group. Hard to find anything done better.
- Great staff work—worked incredibly hard—pleasantly surprised—above and beyond.

Section 4

Overall Effectiveness of the EWG Process

“Effective collaborative management (or co-management) requires the many participants or stakeholders associated with environmental problems to develop solutions cooperatively as opposed to acting as advocates purely in their own interest. Participation in decision making encourages stakeholders to buy into outcomes and see them implemented. Since good decision making depends on the availability of sound supporting information, the need for carefully managed participation applies equally to gathering information and developing the systems for managing it as it does to the decision making itself. However, as many reviewers observe, the involvement of people in this way is all too often neglected, especially within information technology enabled projects.” (Malhotra 1997)

“Another major stumbling block in initiating collaborative approaches to environmental management is in identifying and gaining the active involvement of the right people within the process. This means time and resources must be allocated at the project level to achieve this, paying particular care to involve key stakeholders (e.g. farmers, local communities, women, indigenous peoples) who, in the past, have often been marginalized within the collective decision-making process.” (Allen & Kilvington 1999)

EVALUATION QUESTIONS

Were the varieties of disciplines needed to address the complex issues and develop the report involved in the process? If not, who was missing?

Did you receive the information and technical assistance that you needed to make informed decisions on appropriate recommendations re: CA Tracking system?

Avg: 3.7

Was the EWG process effective compared to other working groups or committees you have been involved with?

Avg: 3.9

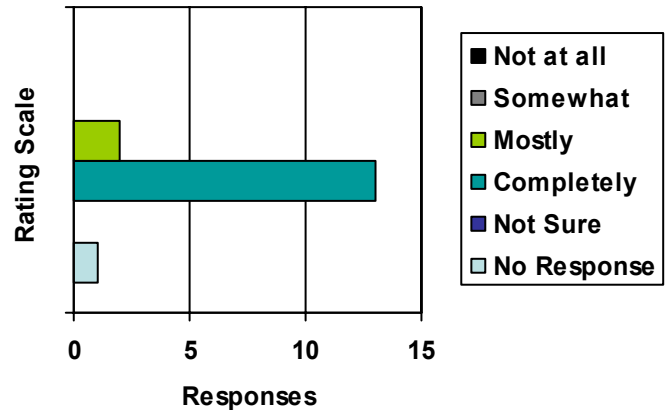
What are the three things you feel worked best? Which three things would you do differently in the future?

Any additional comments you would like to add about the EWG process?

Overall Effectiveness: How well did the EWG process work?

Respondents were asked to evaluate the makeup of the group and how the information and technical assistance provided contributed to the development of appropriate recommendations for a California Tracking system. Respondents also considered the effectiveness of the EWG process overall, including what worked best and what would be done differently in the future.

Was the EWG process effective compared to other working groups or committees you have been involved with?



Overall, respondents felt that the group had a good mix of people and a good variety of disciplines represented at the table. In suggesting who might be missing, respondents recognized that there is always the question of how large to make groups and that more participants might have decreased the group's effectiveness.

From the input it was clear that several members felt the perspective of industry was missing. One member suggested that having more than one voice from each discipline might have enhanced the process, e.g. additional experts in toxicology, environmental exposure modeling, and epidemiology. Others noted that the data systems expert did not regularly attend and were disappointed that no one with similar skills was brought in.

Additional suggestions included: more representatives from the environmental side end-users, including community-based end-users; the Air Resources Board; the Water Resources Board; the media; ethicists; social scientists; and sociologists.

The absence of members from groups most impacted by environmental health issues was noted by several members. It was pointed out that the fundamental principle of environmental justice is that those most impacted speak for themselves.

Although all valid suggestions, several factors prohibited the addition of members to the EWG. The Working Group was approved by the CDHS Director and there was not a mechanism in place to include alternates. SB702 legislation also mandated specific types of experts and did not indicate some of the groups suggested above.

Important to note is that significant outreach was conducted, particularly to NGO stakeholders, to present their perspectives to EWG as: guest speakers, during public comment time at the meeting, and during the public comment period associated with the report. However, staff members acknowledge that including such a mechanism of this nature in future efforts is important to consider in light of member retention issues as well as social justice considerations.

One member echoed the perspectives of others by describing the group as having a bias toward academics rather than politics. Given this, it seemed that the discussion was much more straightforward and focused on tackling a problem, unlike the politicized group interactions that several members had experienced in other settings.

“Composition of the EWG and the level of expertise were great. Promoted cross-disciplinary thinking about very complex issues, thus enabling the process to move forward efficiently” .

“Community input went well. Public meetings were a very good affirmative effort to involve affected members.”

The EWG process was invigorating and several members noted that group members worked well together. As one respondent stated, the process “was the best— he’s experienced, the discussion was invigorating, it was not difficult to reach common understanding and move forward—we made great progress!”

The range of comments about what worked best is consistent with responses to the previous question, and reinforces respondents’ overall satisfaction with and high regard for the EWG process and the staff

contribution to that effort. A summary of the range of comments made by respondents include the following (these comments represent viewpoints expressed by 3 or more respondents):

- Logistics went smoothly; staff was conscientious, respectful and responsive to EWG needs.
- Chair of group did a good job at fostering discussion and keeping the group on track. The course of action for each meeting was clear.
- Good use of time—accomplished a lot—meetings moved along. Presenters were well-chosen.
- One-day format worked well. Good that there was time in between meetings to read the background materials.
- Good committee. Cooperative bunch—no squabbling. Demonstrated sensitivity to divergent points of view.
- Staff knew their stuff. Staff and group interacted and worked well together.
- Staff allowed the charge of the group to evolve and changed emphasis to respond to EWG input and needs.

- The report development process went well. The distillation of raw material into drafts of the report was facilitated by good interaction and staff work.
- Ability to form subcommittee to draft text-use email and track changes was a plus.
- Website is excellent at providing up-to-date and thorough information about the effort.

When asked what they would change about the process in the future, the input of 2 or more respondents included the following comments, many of which mirror the input shared in response to previous questions. (Responses to this question that relate to the drafting of the report or to the overall impact of the report are discussed in Section 5 and Section 7 respectively).

- Spread the meetings out to other geographic areas. Greater possibility of interacting with legislative staff if meetings are held in Sacramento.
- Additional research, such as database comparisons of what other states are doing, might have been helpful to the process. There should also be a better exploration of the relationship between the data and an actionable policy agenda.
- More stakeholders need to be involved to represent the environmental perspective and affected communities.
- Need to tie report more closely to policy outcomes. Not enough momentum created to move plan forward. Need to have a larger contingency of individuals involved in the effort.
- Joining in the discussion by phone had limited utility. Using a videoconferencing system would be more effective.
- Would have liked more time for discussion.



Section 5

Content Development

EVALUATION QUESTIONS

Do you feel the final report represents the recommendations of the EWG?

Avg: 3.8

How satisfied are you with how the final report reflects the priorities of agencies and the public not represented on the EWG?

Avg: 3.5

Considering the number of meetings and the timeline for producing the final report, do you feel the right amount of time was dedicated to gathering input from other agencies and non-governmental organizations?

Avg: 3.8

What, if anything, could have made this information-gathering process more efficient?

Is there anything else you would like to add?

Did you have sufficient time to review drafts and provide comments?

Avg: 3.3

Were your views reflected in the report drafts or were your comments addressed in subsequent drafts?

Avg: 3.7

The staff compiled and, in some cases, suggested resolutions to specific comments using a table format. How valuable/helpful was this format?

Avg: 3.5

Was the final edited report an improvement over the previous versions?

Avg: 3.8

Did having an editor make for a better report?

Is there anything else you would like to add?

Content Development: How satisfied were you with the final report and input from outside groups?

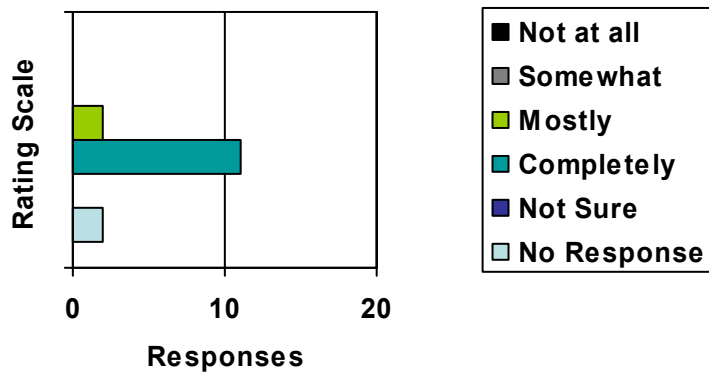
Respondents were asked to evaluate members' satisfaction with the final report, particularly in reflecting their recommendations and input from agencies and the public not represented on the EWG.

A major objective of the process was to facilitate input and collaboration from agencies and the public. The final report includes information and comments from state agencies and non-governmental organizations (NGOs).

Almost all respondents felt that the report, more than adequately, represented the EWG recommendations. There was slight variance, however, in the qualitative and quantitative data regarding how well the report reflected the priorities of agencies and the public. For example, several respondents reinforced their earlier comments by reiterating that the process might have benefited from gathering information from groups affected by environmental concerns.

A few others indicated that greater input from NGOs, private firms and environmental groups/agencies at the meetings would have benefited the discussion and the development of recommendations. One respondent felt that involving NGOs and other agencies was not a time issue, as the question suggests, but rather the way the group was constituted. It was more how groups were prioritized from the onset in this effort. On the whole, respondents felt that sufficient opportunities were provided to these groups to provide input once the report was available for public comment.

Do you feel the final report represents the recommendations of the EWG?




The report came together very well; excellent staff, good committee, and great chair—all contributed.”

Drafting and Commenting: How was the drafting process?

Respondents were asked to evaluate the process of drafting the report and the contributions of the staff and editor to the process.

Almost all respondents acknowledged that the drafting of the report was a complex and time consuming task, and applauded the staff's efforts to organize and manage this task. Most were impressed by the tables and the way in which they captured issues that needed to be resolved. All were clearly proud of the SB702 report and felt that it was well-written, reflected the hard work and recommendations of the EWG, and laid out a clear and viable blueprint for a California Tracking system.

The process was, however, not without its glitches. When reports this complex are written by a group of individuals from various disciplines (with different writing styles and varying perspectives) in a short time frame, the drafting and feedback process often gets confusing resulting in logistical problems. Almost all respondents felt strongly that the editor improved the report. Several respondents wished that the editor had been brought in earlier to clean up the grammar and punctuation, so they could focus more on the content. Others would have preferred the editor to be brought in once the drafts were reviewed by everyone, since it seemed that various edited iterations of the report were being worked on by members simultaneously.



Section 6

Press Conference

*“...the meaning of any communication lies in the response that you get—not in what you say.”
(Wilcox 1994)*

EVALUATION QUESTIONS

Was the process of developing key messages for the press conference effective?

Avg: 3.7

Did the press package emphasize the appropriate key messages?

Avg. 3.9

Did the press coverage emphasize the key messages and issues?

Avg 3.25

Do you have suggestions for improving the press coverage and getting the message to the appropriate audiences?

Is there anything else you would like to add?

Press Conference: How appropriate and effective was the content and dissemination of information presented at the press conference?

Respondents were asked to evaluate the press conference and the effectiveness of the press materials and press coverage in emphasizing key messages and issues. Respondents were press conference attendees only.

Almost all respondents felt that the process for developing key messages was effective and that the press package was impressive. Respondents were dismayed that so few press representatives attended and that press coverage of the event was minimal.

Summarized below are the suggestions respondents shared on how to improve the press coverage. The variety of strategies (some of which contradict each other) suggests that there is probably not one perfect strategy to get the press to attend. Instead, a variety of targeted efforts leading up to the event should be considered in the future.

- Needed to focus more on the press to generate their interest. Examples include: briefing them well in advance; communicating directly with key reporters throughout the state; individual calls to science writers; a special mailing targeted to that interest group.
- Because the information consisted of a set of recommendations that was not enforceable, it lacked interest to the media. It might have generated more media interest if it was couched as a new initiative.
- More interest may have also generated if several legislators came together to endorse the report. Endorsement could of potentially been secured through a series of legislative hearings that led up to the press conference.
- The EWG could have helped by doing more outreach to the press. Collaborating with NGOs or public interest groups at the community level might be helpful to generate a shared agenda that might be of interest to the press. Building alliances with these groups, however, requires opening up and maintaining channels of communication in order to understand their expectations and feedback, as well as addressing their issues regarding the history of participatory research.
- Honing in on the investment message and making a clearer statement of the total cost/benefit to society (ounce of prevention worth a pound of cure) might have been more compelling. Cost/benefit of the tracking system was not clear.
- It is counterproductive to provide so much synthesized information in advance. If comprehensive information is readily available through the Internet before the press conference, there is no motivation for the press to attend. Send out media advisory a few days before, but don't give news until the day of the press conference.
- Advance information to the press is not problematic since they would probably not attend unless they understand what they are going for. The environment is too unpredictable during the legislative session and it is difficult to get the attention of the press. Holding

press conferences in key metropolitan areas around the state (not only in Sacramento) might generate more press interest.

- Rather than hold a press conference, it might be more efficient to have experts and the EWG representatives available to talk to the press by phone.

Section 7

Impact and Usefulness

“...one of the main reasons why environmental information systems fail to be integrated into mainstream decision making processes is that they are often developed apart from management and policy making processes—rather than emerging from within. For information to be appreciated and used, those who are expected to use it must be aware of how and why it has been produced.” (Allen 2001)

EVALUATION QUESTIONS

Was the process of developing key messages for the press conference effective?

Avg: 3.7

Did the press package emphasize the appropriate key messages?

Avg: 3.9

Did the press coverage emphasize the key messages and issues?

Avg: 3.2

Do you have suggestions for improving the press coverage and getting the message to the appropriate audiences?

Is there anything else you would like to add?

How influential to date has the report been in impacting policies or legislative proposals?

With regards to the people and organizations you routinely work with, how useful will this report be for guiding or influencing future policies, programs, or other environmental health initiatives?

What findings or recommendations in the report will have the most impact? Why?

Do you have any other comments with regards to the usefulness or impact of this report? For example, what, if anything, would heighten the impact of the final report? What steps could be taken to disseminate the report more widely?

Impact and Usefulness: What is the current and future impact of the report?

“Report shows that there is an existing structure for surveillance in California and that a small investment of resources in linking data structures will yield a great return on our investment.”

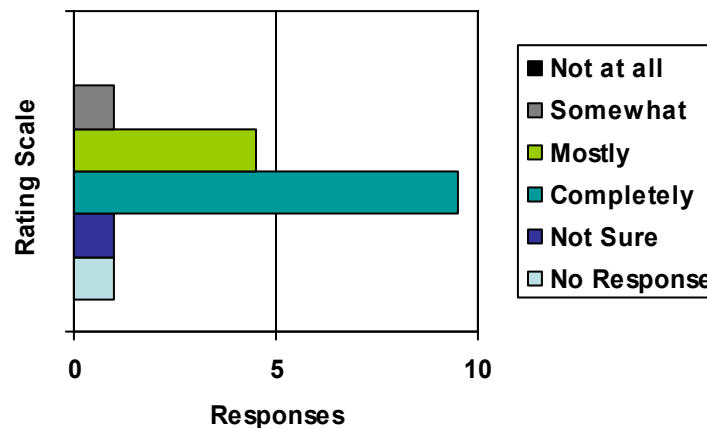
“A strong evidence-based case was made for expanding disease registries and for establishing a tracking system. Specific information on why a tracking system is needed, how to implement such a system and the diseases that need to be tracked was convincingly laid out and justified”.

Respondents were asked to evaluate how compelling and useful the report had been or will be on impacting policies, legislative proposals, or environmental health initiatives; which recommendations will have the most impact; and strategies for increasing the impact or usefulness of the report.

Comments such as those paraphrased and summarized below clearly suggest that the report effectively laid out a complete set of recommendations for a California Tracking system but with some caveats.

- The recommendations did include some short-term efforts and some parts of the big picture. The report was less compelling since a broader, long-range vision was not presented.
- Report was a strong cooperative effort and reflects a good balance among state needs, capacities and available resources.
- The report is a gold standard for other states to guide the development of similar tracking programs.

Did the final report lay out a compelling and complete set of recommendations for a CA Tracking System?



Impact on Policies or Legislative Proposal

Everyone suggested that 2004 was not a good year for any legislative proposals and policies, however worthy of consideration. Any bill with funding needs attached to it was rejected by the Assembly and Appropriations Committee.

SB702 recommendations generated Senate Bill 189 (Escutia) which was passed in 2003 and which required the California Environmental Protection Agency, the California Department of Health Services, and the University of California to sign a memorandum of understanding to assess the feasibility of creating data sharing agreements between these agencies. The MOU has been developed and is moving through the respective agencies for approval. Senate Bill 1446 (Escutia) was authored to support the Interagency Office of Public Health Tracking but was defeated in the assembly appropriations committee.

It was probably unwise to propose the creation of an office of environmental health tracking in this legislative session. The California Performance Review (CPR) process, which involves a review of government agencies, dwarfed any initiatives that involved adding additional programs or requests for new funding. The performance review process, however, may open up opportunities for further dialogue with the Governor's office. The suggestion that the California Environmental Protection Agency (Cal-EPA) and CDHS/ Environmental Health would collaborate and coordinate efforts which could yield cost savings, increase efficiency and reduce duplication of effort may be a compelling perspective to share with the CPR team.

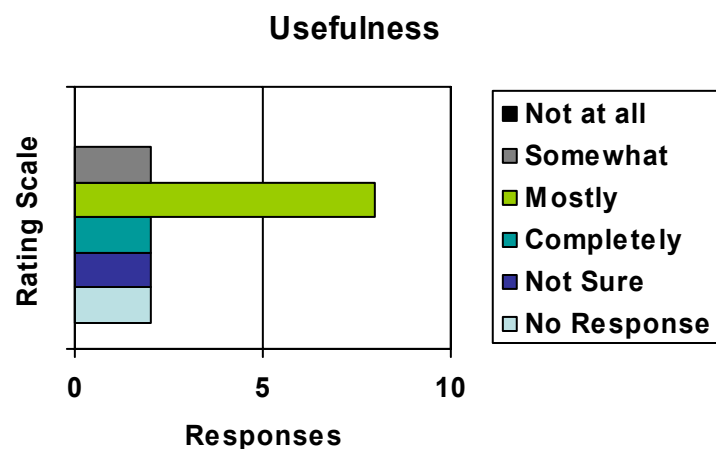
The report supported other legislative proposals that are tangential to the recommendations and that have met with greater success. For example, the Parkinson's Registry Bill, which cited the SB702 report, was passed. It came forward with funding from the Michael J. Fox Foundation, marshaled a successful lobbying campaign with a deluge of letters to legislators, and had patients and scientists testifying at the hearings. These are important strategies to consider in future SB702 policy-related efforts.

Usefulness of this Report to People and Organizations

Most respondents agreed that it is difficult at this early date to really assess the usefulness of this report. The Centers for Disease Control representatives explicitly stated, however, that SB702 is a groundbreaking report that has influenced thinking and planning nationally and that they are looking toward California to learn from this effort.

Developing the report was also a useful process for one member of the EWG, who now feels better prepared to defend the recommendations to her colleagues.

With regards to the people and organizations you routinely work with, how useful will this



report be for guiding or influencing future policies, programs or other environmental health efforts?

Expanding the frame of influence beyond the United States, another respondent talked about how Europe's efforts to look at chemical policies have also generated similar efforts stateside and have shined some light on the utility of tracking. Since the federal activities regarding tracking are primarily state-based at this point, we can expect the focus to remain on California for some time.

The notions of merging the Department of Public Health with the Department of Environmental Health into one agency, and the potential influence of SB702 in that effort may be relevant to the agenda and goals of the California Performance Review initiative.

In discussing influences, the respondents often focused on positive influences, so it was interesting when it was suggested that there are constituencies out there that are threatened by tracking. As a result, some constituencies may consider undermining the credibility of the report by challenging the cost-effectiveness of the recommendations, indicating that such recommendations may be premature, and that more research may be needed. Strategies to open up channels of communication with these groups, to help pre-empt such actions, are outlined later in this report.

Findings with the Most Impact

The greatest impact that the report has is that it describes and justifies a blueprint for establishing a tracking network in California. This is important to our various respondents because it:

- Facilitates greater collaboration and coordination between California Department of Health Services (CDHS) and the California EPA.
- Makes a compelling case for expanding existing registries and facilitates the collection of existing data at little or no cost and certain other variables with additional funds. This data can inform and direct further epidemiological impact studies as well as local, county, and state-wide environmental health efforts.
- Makes data available in uniform formats, thus rendering it more useful to researchers and—more importantly—to the public.
- Provides a coherent agenda for environmental health advocates to rally around. Provides opportunities to work with community stakeholders in a new and significant way.
- Provides data on hazard tracking which may not necessarily be linked to health outcomes but is also significant.
- Enables greater insight into data elements being captured and can be used for similar efforts, e.g. global positioning to plot cancers, overlaid by drinking water toxicity, traffic patterns and air quality.
- Is a catalyst for generating and supporting related legislation.

What Would Heighten Impact of the Report?

The respondents had a variety of suggestions for how to increase the usefulness and impact of the report. The suggestions are listed below under the following categories:

- Political advocacy
- Outreach and Constituent Building
- Funding
- Marketing and Crafting the Message
- Dissemination

Political Advocacy

- Meet with Governors Office by year-end to discuss how this effort can support the Performance Review agenda. Don't focus on policies but on how SB702 calls for Cal/EPA and CDHS/Environmental Health to collaborate and coordinate efforts which could yield cost savings, increase efficiency and reduce duplication of effort.
- Identify the real allies, i.e. the more visionary thinkers in Sacramento, and foster those relationships.

Outreach/Constituent Building

- Continue to do outreach to media and legislators, particularly key stakeholders.
- Present the report to various environmental groups.
- Conduct a series of presentations around the state about the report and its recommendations. Make the point that linkage is only the first step, which will lay the groundwork for epidemiological studies to take the information to the next level of usefulness.
- Attend State Health Director conferences and other similar professional meetings to share the report.
- Convene another working group to review similar reports to determine where these reports might dovetail and where gaps and contradictions exist. Think beyond current partners and consider Disability and Health, Environmental Health, Department of Aging, etc. Prepare a report that links these efforts and serves to facilitate alliances between government, these agencies, community organizations and constituents working toward similar goals.

- Get advocates on board even though there is no consensus that tracking is the right approach to prevent environmental exposures. Planning Consortium may be a vehicle to achieve this.
- Representatives from affected communities, industry and scientists are constituent groups key to this effort.
- Community members remember the historical instances where they were treated more like subjects than partners in participatory research conducted by CDHS and others. Continuing the dialogue to understand what the community needs and expects from the SB702 can help build constituent support for tracking and manage expectations.
- Cultivating a broad group of scientists to voice their support of a coherent agenda for health policies which highlights tracking has been a very effective strategy during political battles that included private industry on the national front.
- Industry understands the potential implications of tracking and may be open to working with rather than against this effort. This will give them the opportunity to influence the impact of findings, subsequent policies and regulations, or possible litigation. Identifying industries that have already switched to less toxic materials is a place to start. This may be a more appropriate role for university partners to take on, such as the University of California, which is already conducting the REACH study with industry.

Funding

- Look more critically at the cost issues and determine what is viable given the current budget concerns. Determine an appropriate first phase for implementation is and seek support to move forward.
- Identify funding to support tracking before putting forth any more legislation. Develop relationships with foundations (e.g. the Michael J. Fox Foundation) that support programs and research on health outcomes associated with environmental hazards.

Marketing/Messages

- Document is too technical; better to break down the report and tie to specific problem areas that need action and attention. Recommend precautionary approaches. Encourage increased interface between NGOs and CDHS.
- Draw examples of the data sets from the reports and linkages, and outline ways to take them to the next step. Develop case studies to show how it has been done.
- Report is uneven and lacks a resonant message. Develop a clear message that matters and is important to people.

- Make a stronger case for the investment i.e. the cost of treatment versus the cost of prevention.
- Revisit the report to continually find ways to get the message out and clarify the messages. Look for opportunities to turn attention to the report and act.
- Revise executive summary to a shortened bullet form and disseminate to legislators and key committees. Or repackage in bite-size portions. For example, focus on 3 immediate things that need or could happen now that don't require statutory change or funding.
- Release an update on the progress of the recommendations to date and lay out an agenda for the next year—use as a benchmark.
- Get professional help to craft the message (Air Resources Board is a good example).

Dissemination

- Distribute report to universities and public libraries.
- Write a synopsis of SB702 and publish in the appropriate journals in order to create climate for discussion, i.e. Environmental Health Perspectives.
- Ensure that National Council of State legislators are aware of the report. Highlight report in Conferences, in Denver as well as Washington offices. When legislative folks call, send them the report.



Section 8

Summary

SUMMARY

The evaluation findings presented in this report reflect many of the key aspects of the ISKM participatory framework and formulate the lessons learned through this process. The ISKM views participatory processes like the EWG as 'social systems', within which people interact to create new knowledge, and broaden their perspectives of salient issues. Rather than a process where information is disseminated and users are elements within larger knowledge system, ISKM suggests that learners function as a community by developing a shared language, knowledge and obtaining the communities subjective viewpoint.

The report outcomes illustrate that the EWG functioned as a community of learners particularly by the third meeting. At that point the process evolved from a staff-driven to EWG-driven process. This evolution was supported by the staff's high level of responsiveness to the EWG need for information and recommended changes in the meeting process and focus.

A supportive climate needed for effective interaction; often difficult when conflicting social, political and academic perspectives are present; was also generated by the highly skilled and responsive staff working in tandem with a chair that was respected for her effective leadership and group facilitation skills. Time and time again, respondents would comment that this process was the best of its kind, that they learned a lot and that they valued their participation in this effort.

The EWG members agreed that the meeting process and background materials enabled them to develop a common understanding of the complex issues involved in developing the SB702 report recommendations. As the ISKM framework suggests, the process provided relevant decision making support that helped members make decisions, change behavior and develop new perspectives. Information included relevant data and other research results.

The process also prompted members to share reasons behind their views and increased their understanding of the political and organizational context of the decision making process. Several members commented that the group was not driven by politics and positioning which like the ISKM framework suggests, allowed members to communicate clearly and place problems and information within a broader policy context.

Overall, respondents felt that the diversity of viewpoints were welcomed and supported. Their perspectives were heard and valued by the group and were reflected in the SB702 Report recommendations.

Although additional stakeholder groups were recommended for participation in the EWG, it was acknowledged that their viewpoints were introduced into the process through the:

- Presentations at the EWG meetings
- Feedback from key audiences and stakeholder groups during the public comment portion of the meetings and the
- Stakeholder input period following the wide circulation of the draft report.

In addition meeting minutes were widely disseminated through the website and groups affiliated with the EWG members.

In regards to the press conference, key information was widely disseminated through the press packets that included policy recommendations and evidence supporting them. Reflecting on the success of efforts to engage key audiences/stakeholders yielded a host of strategies to consider in the future when releasing a report of this kind (Section 6).

It is still too early to understand the impact, usefulness and overall effectiveness of the SB702 process and report. In evaluating progress so far in light of the ISKM framework, the process did result in generating to varying degrees a:

- Shared understanding and plan for action
- Relevant research initiatives
- Useful information management systems
- Greater cooperation and collaboration between key stakeholder groups
- Policy initiatives

For example, the SB702 report:

- Provided immediate access to new ideas and perspectives which helped audiences re-evaluate their current practice and at the same time, develop a shared understanding of the issues (e.g. the MOU between the CDHS Environmental Health Branch and Cal EPA to collaborate and coordinate efforts which could yield cost savings, increase efficiency and reduce duplication of effort).
- Identified new and relevant research initiatives and provided a resource for prioritizing information and technical needs (e.g. SB 702 report recommendations)
- Provided many of the information/decision support systems that are relevant to the needs of decision-makers and policy makers (e.g. SB 702 report recommendations, press packet, talking points, legislative briefings).
- Represented a cooperative collaborative effort between key stakeholder groups that are needed to implement the recommendations (e.g. the diversity of backgrounds and groups represented on the EWG, inter-agency initiatives (MOU) , steering committee which was an inter and intra agency group to support EWG process).
- Generated and influenced policy initiatives (e.g. Senate Bill 189 (Escutia), Senate Bill, 1446 (Escutia), Parkinson's Registry Bill).

Much of the impact from this point forward will depend on how widely the report is disseminated, as well as on the ability to secure the required political will, funding, and legislative mandates to move the recommendations forward.

What happens here in California as a result of SB702 will serve as a laboratory for the tracking, and when appropriate, the linking of environmental hazards and health outcomes data. California's ability to demonstrate the feasibility of environmental health tracking, along with the SB702 and PEW reports, is seen by many as the key to the whole tracking initiative at both national and state levels.

Attachments

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Expert Working Group (EWG) Evaluation

Survey Purpose:

To evaluate the effectiveness of the SB 702 process that involved a 12 member working group and 2 legislators in the development of recommendations/report to establish an EHSS.

The evaluation will assess:

- Planning, preparing, implementing and follow up activities associated with the EWG meetings
- SB 702 report development process including content development, drafting and commenting, press conference and dissemination plan
- Impact and usefulness ... Overall effectiveness

Name of Respondent:

Affiliation:

Member of the EWG?

Yes No

No. of meetings attended:

1 2 3 4 5

Most of the survey questions only require that you choose the answer that best describes your response to each question, using the following scale:

1 = Not at all 2 = Somewhat 3 = Mostly 4 = Completely 5 = Not Sure

Some of the questions are open-ended, and I will ask for more detail as we go along. At the end of the survey, you will have the opportunity to add anything you feel was left out or is important to emphasize. I really appreciate you taking the time to participate in this survey. The information we gather will be used as learning tool for future endeavors.

Expert Working Group Evaluation Questions

Planning: The following questions ask what you think about the overall planning process and content of the meetings.

1. Were the agendas effective in defining a clear course of action for each meeting?

1 2 3 4 5

2. Did the agendas incorporate the EWG expressed priorities and information needs?

1 2 3 4 5

Other Planning comments: Is there anything else you would like to add?

Preparing: the following questions explore how well prepared you felt for the meetings.

3. Information was presented in the following formats. To what extent were each effective in facilitating your understanding of the meeting content?

- a. Detailed agendas

1 2 3 4 5

- b. Summary Tables (e.g. health and environmental data systems)

1 2 3 4 5

- c. Conceptual models (e.g. visual models of inputs and outputs)

1 2 3 4 5

- d. Briefing papers (e.g. Biological Monitoring)

1 2 3 4 5

- e. CA tracking website

1 2 3 4 5

- f. Other (Please specify)

4. Did the materials that were provided before each meeting prepare you to participate and contribute to the discussions?

1 2 3 4 5

Other Preparation Comments: Is there anything else you would like to add?

Implementing: The following questions ask you to evaluate the effectiveness of the meeting process.

5. Did the meeting process:

- a. Move along according to the agenda?

1 2 3 4 5

- b. Promote inclusiveness?

1 2 3 4 5

- c. Provide a good balance between presentations and discussion?

1 2 3 4 5

- d. Serve as a forum for both convergent and divergent viewpoints?

1 2 3 4 5

6. Did the outside speakers provide information relevant to the agenda focus and topic?

1 2 3 4 5

7. **Probe:** Presentation formats included both individual speakers and panel presentations where numerous individuals presented. Which format did you find most effective and why?

Other Implementing Comments: Is there anything else you would like to add?

Follow Up: The following questions ask about how well you think staff responded to the EWG needs.

8. Was the staff responsive to EWG needs? for example, did the staff provide additional information when they were requested to; did the staff move forward to organize the drafting of the report?

1 2 3 4 5

9. **Probe:** What additional feedback would you like to give about the follow-up provided by the staff when they were requested to provide information or produce documents?

Follow-up Comments: is there anything else you would like to add?

Overall Effectiveness: The following questions ask about how well you think the EWG process worked.

10. **Probe:** Were the varieties of disciplines needed to address the complex issues and develop the report involved in the process? If not, who was missing?

11. Did you receive the information and technical assistance that you needed to make informed decisions on appropriate recommendations re: Ca Tracking system?

1 2 3 4 5

12. Was the EWG process effective compared to other working groups or committees you have been involved with?

1 2 3 4 5

13. **Probe:** What are the three things you feel worked best? Which three things would you do differently in the future?

14. **Probe:** Any additional comments you would like to add about the EWG process?

Overall Effectiveness Comments: Is there anything else you would like to add?

Content Development: A major objective of the process was to facilitate input and collaboration from agencies and the public. The final report includes information from state agencies (including their comments) and non-governmental organizations (NGO's). The following questions ask about your satisfaction with the final report and input from outside groups.

15. Do you feel the final report represents the recommendations of the EWG?

1 2 3 4 5

16. How satisfied are you with how the final report reflects the priorities of agencies and the public not represented on the EWG?

1 2 3 4 5

17. Considering the number of meetings and time line for producing the final report, do you feel the right amount of time was dedicated to gathering input from other agencies and NGO organizations?

1 2 3 4 5

18. **Probe:** What, if anything, could have made this information-gathering process more efficient?

Content Development Comments: Is there anything else you would like to add?

Drafting and Commenting: The following questions ask about the drafting of the report.

19. Did you have sufficient time to review drafts and provide comment?

1 2 3 4 5

20. Were your views reflected in the report drafts or were your comments addressed in subsequent drafts?

1 2 3 4 5

21. The staff compiled and in some cases suggested resolution to specific comments using a table format. How valuable/helpful was this format?

1 2 3 4 5

22. Was the final edited report an improvement over the previous versions?

1 2 3 4 5

23. **Probe:** Did having an editor make for a better report?

Drafting and Commenting Comments: Is there anything else you would like to add?

Press Conference: [Only for those who attended the press conference]. The following questions ask about the content and dissemination of information presented at the press conference.

24. Was the process of developing key messages for the press conference effective?

1 2 3 4 5

25. Did the press package emphasize the appropriate key messages?

1 2 3 4 5

26. Did the press coverage emphasize the key messages and issues?

1 2 3 4 5

27. **Probe:** Do you have suggestion for improving the press coverage and getting the message to the appropriate audiences?

Press Conference Comments: Is there anything else you would like to add?

Impact and Usefulness: The following questions solicit feedback about the final report.

28. Did the final report lay out a compelling and complete set of recommendations for a CA Tracking System?

1 2 3 4 5

29. How influential to date has the report been in impacting policies or legislative proposals?

1 2 3 4 5

30. With regards to the people and organizations you routinely work with, how useful will this report be for guiding or influencing future policies, programs or other environmental health?

1 2 3 4 5

31. **Probe:** What findings or recommendations in the report will have the most impact? Why?

32. **Probe:** Do you have any other comments with regards to the usefulness or impact of this report? For example, what, if anything, would heighten the impact of the final report? What steps could be taken to disseminate the report more widely?

Impact and Usefulness Comments: Is there anything else you would like to add?

Expert Working Group (EWG) Evaluation: Ranked Responses

Planning: The following questions ask about the overall planning process and content of the meetings.

Questions	Not at all	Somewhat	Mostly	Completely	Not Sure	Average
Were the agendas effective in defining a clear course of action for each meeting?	0	1	3	10	1	3.6
Did the agendas incorporate the EWG expressed priorities and information needs?	0	0	3	11	1	3.8

Preparing: the following questions explore how well prepared you felt for the meetings.

Questions	Not at all	Somewhat	Mostly	Completely	Not Sure	Average
To what extent were the following formats effective in facilitating your understanding of the meeting content?						
▪ Detailed agendas	0	0	1.5	13.5	0	3.9
▪ Summary Tables (e.g. health and environmental data systems)	1	0	6	7	1	3.4
▪ Conceptual models (e.g. visual models of inputs and outputs)	2	3	5	3	1	2.7
▪ Briefing papers (e.g. Biological Monitoring)	0	1	6	7	1	3.4
▪ CA tracking website	0	0	2	6	7	4.3
Did the materials that were provided before each meeting prepare you to	0	1	2.5	11.5	0	3.7

participate and contribute to the discussions?						
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Implementing: The following questions ask you to evaluate the effectiveness of the meeting process.

Questions	Not at all	Somewhat	Mostly	Completely	Not Sure	Average
Did the meeting process:						
▪ Move along according to the agenda?	0	1	4	9	1	3.6
▪ Promote inclusiveness?	0	1	3.5	8.5	2	3.6
▪ Provide a good balance between presentations and discussion?	0	1	4.5	8.5	1	3.5
▪ Serve as a forum for both convergent and divergent viewpoints?	0	0	5	8	2	3.6
Did the outside speakers provide information relevant to the agenda focus and topic?	0	1	8	4	2	3.2

Follow Up: The following questions ask about how well you think staff responded to the EWG needs.

Questions	Not at all	Somewhat	Mostly	Completely	Not Sure	Average
Was the staff responsive to EWG needs? for example, did the staff provide additional information when they were requested to; did the staff move forward to organize the drafting of the report?	0	0	2	13	0	3.9

Overall Effectiveness: The following questions ask about how well you think the EWG process worked.

Questions	Not at all	Somewhat	Mostly	Completely	Not Sure	Average
Did you receive the information and technical assistance that you needed to make informed decisions on appropriate recommendations re: Ca Tracking system?	0	0	4	10	1	3.7
Was the EWG process effective compared to other working groups or committees you have been involved with?	0	0	2	13	0	3.9

Content Development: A major objective of the process was to facilitate input and collaboration from agencies and the public. The final report includes information from state agencies (including their comments) and non-governmental organizations (NGO's). The following questions ask about your satisfaction with the final report and input from outside groups.

Questions	Not at all	Somewhat	Mostly	Completely	Not Sure	Average
Do you feel the final report represents the recommendations of the EWG?	0	0	2	11	1	3.8

How satisfied are you with how the final report reflects the priorities of agencies and the public not represented on the EWG?	0	1	4.5	6.5	2	3.5
Considering the number of meetings and time line for producing the final report, do you feel the right amount of time was dedicated to gathering input from other agencies and NGO organizations?	0	0	3	9	2	3.8

Drafting and Commenting: The following questions ask about the drafting of the report.

Questions	Not at all	Somewhat	Mostly	Completely	Not Sure	Average
Did you have sufficient time to review drafts and provide comment?	0	1	6.5	5.5	0	3.3
Were your views reflected in the report drafts or were your comments addressed in subsequent drafts?	0	0	3.5	8.5	1	3.7
The staff compiled and in some cases suggested resolution to specific comments using a table format. How valuable/helpful was this format?	0	0	5.5	6.5	1	3.5
Was the final edited report an improvement over the previous versions?	0	0	2	11	0	3.8

Press Conference: [Only for those who attended the press conference]. The following questions ask about the content and dissemination of information presented at the press conference.

Questions	Not at all	Somewhat	Mostly	Completely	Not Sure	Average
Was the process of developing key messages for the press conference effective?	0	0	2	5	0	3.7
Did the press package emphasize the appropriate key messages?	0	0	1	6	0	3.9
Did the press coverage emphasize the key messages and issues?	0	1	1	2	3	3.25

Impact and Usefulness: The following questions solicit feedback about the final report.

Questions	Not at all	Somewhat	Mostly	Completely	Not Sure	Average
Did the final report lay out a compelling and complete set of recommendations for a CA Tracking System?	0	1	4.5	9.5	0	3.6
How influential to date has the	1	3.5	2.5	1	6	2.4

report been in impacting policies or legislative proposals?						
With regards to the people and organizations you routinely work with, how useful will this report be for guiding or influencing future policies, programs or other environmental health?	0	2	8	2	2	3