Index

Abel, Troy, 177 Accountability, 191, 194, 196, 197 in corporate reporting and behavior, 118 in new regulation, 119 Acid rain allowance trading, 17, 160-161, 216 Acidification, 181 Action-forcing environmental laws, 28 Activist/advocacy groups, 12-13 growth of, 12–13 importance of, 192 in problem-solving capacity, 67 skepticism of new regulation among, 215-216 Adaptive strategies, 208–209 Administrative infrastructure in problem-solving capacity, 67 well-developed, 68 Administrative requirements, impeding innovation, 73-74 Adversarial approach, 39-40, 40 legalism in, 35–36 Adversarial relationships, 193-194, 196 shift away from, 198 Agricultural runoff, 63 Air and Waste Management Association, 68 Air pollutants indoor, 11 at ISO-certified facilities, 241n.48 reduction of, 1-2

Air pollution control, 208–209 federal versus state, 235n.27 measures of, 62-63 in U.S. versus Sweden, 29-30 Alliance for Environmental Innovation, 193, 216 Alternative dispute settlement (ADR), 48 - 49Alternative regulatory agreements, 133, 219 American Chemistry Council (ACC), 118 practice code of, 105-107 American Textile Manufacturing Institute, "Encouraging Environmental Excellence," 106 Amoco Corporation emissions reduction of, 78, 88 EPA project with, 139-140 Amoral calculator, 231n.31 Anderson, Ray, 112 Andrews, Richard, 61, 69 Antiregulatory story line, 41, 52–53, 60, 217 Arctic National Wildlife Refuge, 54 Aspen Institute, 54, 128, 158 Auto emissions, reduction in, 66 Bardach, Eugene, 29, 77, 140 Baxter overcompliance by, 113 in Performance Track Corporate Leader program, 146–147

Behavior (environmental) motivations of, 118-119 theory of in old regulation, 193 Ben and Jerry's, 109 Benchmarking, 205 Benzene emissions, control of, 63 Bernstein, Marver, 37 Beyond-compliance behavior, 87–120, 116, 145 incentives for, 201-202 voluntary initiatives in, 125 Bhopal catastrophe, 49, 105, 116 cost of, 239n.25 Biodiversity loss, 11, 48, 52 Body Shop, 109 Bottom-up approach, 175-179 Boyd, James, 111 BP-Amoco, greening policies of, 88 Bristol-Myers Squibb corporate reporting by, 118 environmental goal setting and reporting by, 100 Browner, Carol, 145, 149, 213 BS 7750, 102 Bubble policy, 17 Bureaucratic control, rejection of, 194 Bureaucratic rationality model, 6–7, 18-19, 39-40 Bureaucratic structure, 164 Bush, George W., 56 Bush (George W.) administration, 60 environmental policies of, 54–56, 69-70, 213-214 environmental record of, 233n.58 EPA under, 155 Business for Social Responsibility (BSR), 13 Buzzelli, David T., 8 California, Clean Air Act requirements in, 45 Canada corporate environmental reporting in. 99 environmental approach in, 28 regulatory innovations in, 174

Responsible Care in, 105–107 Capture theory, 37–38 Carbon dioxide emissions failure to control, 65 trading of, 50 Carter, Jimmy, 56 CERES. See Coalition for Environmentally Responsible Economies (CERES) Change convergence of ideas on, 122–123 costs of, 210-211 incremental, 217-218 resistance to, 154 risks of, 85-86 techniques for, 217-221 Change agents, 197–198 Chemical industry, Responsible Care code of, 92 Chemical Manufacturers Association. See American Chemistry Council (ACC) Chesapeake Bay, pollution in, 63 Chicago Climate Exchange, 243n.6 Chlorofluorocarbons (CFCs), developing substitutes for, 110 Citizen participation, 252–253n.67 Civic environmentalism, 175-179 lessons from, 187 Civil service, in problem solving, 67 Clean Air Act (1970), 17, 159 1990 Amendments of (CAAA), 50, 51, 85, 216 Section 112(r) of, 83 Title V of, 83-84 emission offsets and, 45 passage of, 42, 43, 166 revision of, 136 source performance standards under, 6 Clean Texas, 171 Clean Water Act, 159 effluent guidelines under, 6 goals of, 209 Cleaner production goal, 22 Climate Action Plan, 135

Climate Action Program, 133 Climate change, 48, 52, 155, 181 Climate Leaders, 135, 138-139, 155 ClimateWise, 135 Clinton, Bill assessing EPA Project XL, 150 Congress and, 56 on regulatory system, 8 Clinton administration Climate Action Program under, 133, 135 commitment to Project XL of, 143 new regulation under, 52-54 regulatory changes under, 213 reinvention initiatives under, 130–152 streamlining environmental regulation in, 121-122 voluntary programs under, 155 Cluster rules, 132 Coalition for Environmentally Responsible Economies (CERES), 12-13, 100-101, 216 facility reporting project of, 101 Collaborative approach, 19–20 in civic environmentalism, 175–176 versus deterrence-based approach, 193-194 lessons from, 150–152 risks of, 119 support of, 213 Collaborative relationships, 18, 196, 198 Collective action, 105-107, 109-110, 115-116 Command-and-control approach. See also Deterrence approach; Rulesand-deterrence model transition from, 193-194 Common Sense Initiative (CSI), 130 - 133Communication in social learning approach, 165 in social-political governance, 19–20 Community-based initiatives civic environmentalism and, 175 - 176

in problem solving, 24, 158 Community pressure, 195 Community right-to-know laws, 17 - 18Company environmental plans (CEPs), Dutch, 181-182 Competitiveness environmental practices and, 109-110 loss in, 16 Compliance-based approach, 2-3, 75-78, 214-215. See Beyondcompliance behavior; Rules; Rules-and-deterrence model costs of, 75-76 motivation for, 239n.23 versus performance-based regulation, 20 - 21resistance to, 144-145, 194-195 in U.S. laws, 28-29 Conceptual learning, 164-165 Conformity, 195, 197 Confrontational tactics, 7 Congress, lack of innovation by, 213-214 Consensus-based methods, 212 expanded use of, 48-49 in reinvention of environmental regulation, 151 Consumer appeal, 109 Continuous improvement, encouraging, 197, 198, 201–203 Convergence of ideas, 122–123, 127-129, 243n.14 Cooperative approach, 223. See also Collaborative approach; Consensus-based methods versus action-forcing laws, 28 call for, 5-6 Core normative standards, 201-203, 219 Co-regulation approach, 186 Corporate environmental reports, 99-101, 118 Corporate values, suspicions about, 38

Cost-benefit analyses, 45, 51 advocates of, 70 in public policy, 95-96 Cost-effectiveness analyses, 45 Cost efficiency, 78-81 Cost-reduction strategies, 110-111, 139-144 Credibility, 206 with regulators, 114-115 Cross-media permitting, 210 Customer service, environmental impact of, 82 Darby Partnership, 176 Davies, Terry, 61, 62, 63, 65-66, 84 DDT, 62 de Bruijn, Theo, 162, 184-185, 211, 252n.63 de Tocqueville, Alexis, 35 The Death of Common Sense, 140 Deforestation, 48 focus on, 52 De-listing petitions, 114 Delmas, Magali, 31, 206 Denmark, technology innovation in, 74 Department of Environmental Protection (DEP), 168-169 Design for the Environment, 134 Deterrence-based approach. See also Compliance-based approach; Rules-and-deterrence model versus collaborative approach, 193-194 focus on, 196 limitations of, 219-220 in old regulation, 6-10 Developing nations, problem-solving capacity in, 67-68 DeWitt, John, 175 Dialogue mechanisms of, 165 promotion of, 194, 195, 196 Discharge standards, evaluating and reissuing of, 84 Distrust, costs of, 205-206

Division of labor, in old regulation model, 7 Dow Chemical public goal setting by, 100 Waste Reduction Always Pays (WRAP) program of, 110 Down to Earth: Applying Business *Principles to Environmental* Management (Reinhardt), 94-95, 108 Drinking water, control of microbes in, 66 Dryzek, John, 34, 39, 82-83 Dupont first-mover advantage of, 110 greening policies of, 88 Dutch Chemical Industry, Association of the, 181–182 Dutch covenants, 200, 251n.50 Dutch National Environmental Policy Plan (NEPP) flexibility and adaptability of, 183 innovations under, 72 results of, 183-186 shared responsibility in, 182-183 Dutch National Environmental Policy Plans (NEPP), 180–181 theme issues of, 181

Earth Summit (Rio de Janeiro), 52 Easterbrook, Gregg, 2, 61 Eastman Kodak, voluntary challenge program of, 135 Eco-efficiency, 81 Ecological issues, greater prominence of, 11, 48 Ecological modernization, 22, 190 in the Netherlands, 180 Eco-Management and Auditing Scheme (EMAS), 102, 160, 248n.6 Economic activities, environmental quality and, 81–82 Economic incentives, 4, 50 Economic performance conflicting with environmental quality, 6, 15-16

environmental performance and, 79-81, 96-98 greening and, 109 Economic relationships, changes in, 14 - 15Effluent guidelines, difficulties implementing, 84 Emission offsets, 45 Emission standards, evaluating and reissuing of, 84 Emissions. See also Air pollutants; specific gases control of cost-effective, 78 Dutch model for, 184-185 success of, 62-63 at ISO-certified facilities, 241n.48 limits on, 6 control costs and, 80-81 reporting errors in data on, 234n.22 voluntary initiatives to reduce, 125 - 126Emissions trading, 17, 45, 50, 80-81, 160 - 161EMS. See Environmental management systems (EMSs) End-of-life disposal, 82 End-of-pipe controls, 73, 119 cost-ineffectiveness of, 165 Energy benchmarking program, 124 Energy efficiency, industrial, 29 Energy saving programs, voluntary, 135-136 Energy Star program, 135–136 Enforceable performance targets, 202 - 203Enterprise for the Environment (E4E), 9, 127-129, 158, 217-218, 224 proposals of, 127-129 report of, 54 Environment evolution of management of, 4-6 goal setting for, 99-101 government pressure to invest in, 228n.28 motives for improving, 117

quality of conflicting with economic progress, 6, 15–16 factors affecting, 29 suppliers' responsibility for, 115 Environment Agency of England and Wales study, 103 Environmental agencies skills in, 207 structural changes in, 207-208 Environmental arms race, 4-5 Environmental Council of the States (ECOS), 13, 172, 188 Environmental Defense, 216, 255n.34 corporate partnerships of, 124 Environmental Defense Fund (EDF), 12 Environmental excellence, as strategic resource, 92-95 Environmental federalism, 165–168 Environmental groups, 215-216 Environmental law EPA's Project XL and, 142–143 rationality for, 158, 159-161 second-generation, 154 Environmental Law Institute (ELI), technology innovation study of, 73-74,75 Environmental management contracts, 219 Environmental management systems (EMSs), 101-104, 119-120 certification of, 147 complementing regulation, 117-118 in EPA's Performance Track program, 107 expanded capacities in, 220 versus facility-wide permits, 170 - 171international standard for, 88 in public policy, 160 in reinvention of environmental regulation, 151-152 at state level, 172 Environmental media, integrating policies across, 50-51 Environmental mediation, 48-49

Environmental performance beyond-compliance, 93-98 versus compliance approach, 2-4, 28 - 29differentiating firms based on, 200-201 diversity of commitments to and capacities for, 117 economic performance and, 79-81, 96-98 environmental management systems and, 101-104 flexible oversight of, 219 increasing shareholder value through, 93–95 measurement of, 147-148, 204-205 promoting continuous improvement in, 201–203 recognizing levels of, 119-120 at state level, 167, 171-172 Environmental policy changing, 87-90 national institutions and culture in, 32 - 36reinvention era of, 51-54 voluntary initiatives in, 123-126 Environmental pressures, 239n.17 Environmental problem solving first stage of, viii new era of, vii-viii Environmental problems changing social constructions of, 57 first-generation, 11 new and emerging, 11–12 pro- and anti-regulatory story lines in debate over, 41 redefining, 47-48 second- and third-generation, 41, 61 Environmental protection convergence of ideas on, 243n.14 political support for, 79 right to, 36–37 Environmental Protection Agency (EPA), 188 33/50 program of, 92, 113, 124, 134–135, 245n.33

2004 Annual Report of, 254n.11 ADR techniques used by, 48–49 agenda of in 1990s, 130 Aiming for Excellence report of, 145 under Bush administration, 54-55, 155, 213 business interests and, 154 challenge programs of, 133–139 Common Sense Initiative of, 211 Comprehensive Report on Project XL, 143 defining responsibilities of, 30-31 Draft Report on the Environment 2003, 62, 234n.9 effort to improve learning by, 204 flexible air permit program of, 200 formation of, 42 founding of, 129 Innovations Action Council of, 149 innovative programs of, 154-155 Integrated Environmental Management Projects of, 50-51 liability of, 246n.40 negotiations used by, 5 Partners web site of, 134 Performance Track program of, 101, 107, 114–115, 124, 125, 128-129, 133, 138-139, 144-149, 160, 172, 205, 247n.49 design of, 347n.50 flexibility of, 174 influences on design of, 246n.48 information on, 347n.51, 347n.52 lessons from, 151-152 Project XL of, 15, 31, 124, 128, 131, 133, 138, 139-144, 154-155, 210-211 assessments of, 150-151 criticism of, 215 goal of, 218 statutory basis for, 142–143 under Reagan administration, 46-47 regulatory limits set by, 6 regulatory reinvention at, 24, 129-152 restoring credibility of, 127-129 sector projects of, 220

shifting political power and, 56-57 sources regulated by, 83 StarTrack of, 246n.48 state relationships with, 166-175 Environmental regulation. See also Regulation; Regulatory agencies; Regulatory system accomplishments of, 61-70 building legal and institutional infrastructure for, 42-46 conceptual differences in old versus new, 192-199 costs of and returns on, 1-2 in early 1970s, 59 in early 2000s, 54-56 at end of 20th century, 1 establishing of, 42-46 evaluation of, 59-86 flexibility of for Performance Track members, 147 fragmented approach to, 30-31 future of, 221–224 history of, 40-56 incremental approach to, 33-34 inflexibility of, 8–9 integrated, 4-5 as learning process, 163–165 limited state power in, 34-35 modern, 56-57 narrow scope of, 29 new, 18-21, 24-25, 189-224 design objectives for, 196–197, 199-207 lesson drawing for, 157-188 lessons of greening for, 117-120 politics of, 212-216 voluntary environmental programs and, 152-155 new system of, 3-4 need for, vii-ix old, 6-10, 22-23 assumptions of, 87 critique of, 71-85 essential elements of, 190-191 expense of, 78-81 history of development of, 27-57

impeding innovation, 71-75 implementation deficit in, 82-85 inflexibility and fragmentation of, 75 - 78irrelevance of, 81–82 measurable results of, 62-67 problem-solving capacities of, 67-70 technology-forcing, 72-75 total compliance goal of, 144 old system of, 2-3, vii-viii past and future of, 1-25 performance tiers in, 200-201 periods of, 42 policy tools to complement, 49–50 prescriptive, 29-30 as product of times, 36-40 under Reagan administration, 46-47 reassessment of and stalemate in, 46 - 51reinvention era of, 121-155 resistance to, 46-47, 91, 92 revisionist critics of, 8-9, 187 two story lines of, 59-60 in United States versus other countries, 28-40 Environmental values, public commitment to, 69–70 Etzioni, Amitai, 218 Europe. See also European Union; specific countries integrated regulatory policies of, 4-5 social-political governance in, 161-163 voluntary initiatives in, 123 waste packaging and energy efficiency experience in, 229n.7 European Commission, voluntary agreement studies by, 125 European Environment Agency, 184 European Union Council Regulation 1836/93 of, 248n.6 Eco-Management and Auditing Scheme (EMAS) of, 102, 160, 248n.6 EMS in public policy of, 160

280 Index

Eutrophication, 181 Evolutionary change, stepping-stones in, 121–155 Exemplary Environmental Enterprises (EEE) status, 172 Experience, benefits of, 17-18 Expert knowledge, 164 Facility-wide permitting system, 76, 78, 167, 168-173 Federal control policy, shift to, 43 Federal Express, Environmental Defense partnership with, 124 Federal-state programs costs of, 211 relationship in, 166-175 Federal Water Pollution Control Act of 1972, 42, 43 Financial incentives, 4, 50 Finland, pulp and paper industry in, 104 First-mover advantage, 110 Fischer, Kurt, 92 Flexibility, 219-220 in Dutch NEPP approach, 183 risks of, 119 skepticism about, 215 in state initiatives, 167 Flexible air permitting, 115, 132, 200, 211, 254n.14 Fragmented regulation, 32-33 of old system, 75–78 programs in, 153-154 France, corporate environmental reporting in, 99 Free riders, 125 provisions against, 126 Friends of the Earth, 12, 127 Frigidaire, facility-wide permit program of, 170 Fuller, Lon, vii Future, visions for, 221–224

Geiser, Ken, 210 General Electric, greening policies of, 88 Global 250 firms corporate reporting by, 101 environmental goals of, 99-101 Global commons protection, 81 Global competition, 14–15 Global Environmental Management Initiative (GEMI), 13, 237n.56 Global issues, 48 focus on, 52 Global Reporting Initiative (GRI), 100-101, 118, 205, 216 Global warming, 11 carbon dioxide emissions in, 65 Goal-oriented approach, 208-209 Gold Track program, 145 Gouldson, Andrew, 181-182, 183, 255n.27 Governance social science writing on, 161-165 using different forms of, 19-20 Government. See also Federal-state programs; States legal authority and enforcement capability of, 191 leverage of, 124 limited regulation by, 34-35, 43 old-model assumptions about, 6 pressure from, 23, 228n.28 in greening trend, 108 in voluntary initiatives, 243n.4 recognition by, 137, 146 response of to change, 24 Government challenge programs, 123-124 Government-industry partnerships, 133-139 Grabosky, Peter, 129 Graham, Mary, 42-43, 234n.22 Great Britain (UK) EMS models in, 102 environmental approach in, 28-29 parliamentary system of, 33 Great Lakes, pollution in, 64 Green Permits program, 145 evaluation of, 250n.29 Green Power Partnership, 135

Greenhouse gas trading system, 243n.6 Greening trend, 16, 23-24, 52, 87, 122, 191 environmental goal setting and reporting in, 99-101 environmental management systems in, 101–104 as evolutionary process, 92 lessons of for new regulation, 117 - 120logic of, 90-98 public policy and, 88-90 reasons for, 107-116 responsible care in, 105–107 stages of, 91-93 theoretical case for, 93-95 Gunningham, Neil, 129, 183-184 Habitat loss of, 11 protection of, 48, 81 Hajer, Martin, 251n.47 Hart, Stuart, 94, 95 Hausker, Karl, 243n.14 Hazardous and Solid Waste Amendments of 1984 (HSWA), 51 goals of, 209 Hazardous waste de-listing of, 114 dispersion of, 181 management and treatment of, 66 national programs for, 209-210 regulation of effectiveness of, 64 impeding innovation in, 73 lack of progress in, 70 Hierarchy, 20 Hoffman, Andrew J., 239n.17 Home Depot, supply chain uncertainty in, 115 Homeland security issues, 213–214 Human health, regulation protecting, 48 Hydrocarbon emissions, cost-effective control of, 139-140

IBM, greening policies of, 88 Implementation deficit, 82-85 of old regulation, 82-85 Incentives, 194. See also Economic incentives: Market incentives effectiveness of, 245n.33 positive and negative, 201-202, 223 Incremental adaptation, 220-221 in U.S. policy, 33-34 Industry attitudes and behavior of, 23-24 capture of regulatory agencies by, 37 - 38changing motivations and behavior of, 15–16 collective action by, 105-107 differentiating firms based on performance in, 200-201 diversity of goals and values in, 90-91 energy efficiency of, 29 integrated strategic perspective in, 239n.24 leaders of in change, 214-215 old-model assumptions about, 6 reasons for greening trend in, 107 - 116resistance to pollution regulation of, 43 - 44sources of pressure on, 199-200 suspicions about values and motives of. 38 TRI data impact on, 235n.30 unilateral actions by, 123-124 Industry codes, 205 Industry-government agreements, negotiated, 124 Industry-nongovernmental organization agreements, 123-124 Inflexibility with more regulators, 84 of old regulation, 75-78 rejection of, 194 Information complementing regulation, 17-18 disclosure of, 5, 17-18, 51, 119-120 Information (cont.) to influence behavior, 160 requirements for, 49 gaining access to, 137-138 groups disseminating, 13-14 in problem-solving capacity, 67 Information technologies, growth of. 15 Innovation administrative requirements impeding, 73-74 case studies of, 133-152 challenges for, 211-212 continuous, 72-73 costs of, 210–211 creating business value through, 239n.24 diffusing information about, 254n.18 impedance of, 71-75 incremental, 132 learning curves with, 150-151 soft landing provisions for, 210 at state level, 158, 165-175 in trust building, 206-207 Innovative Environmental Strategies Act, 248n.60 Innovest Strategic Advisors, 98 Institutions changing landscape of, 12-14 in U.S. environmental regulatory policy, 32–36 Integrated Environmental Management Projects, 50-51 Intel EPA project with, 141-142 permitting plan of, 215 Interface Carpets, 112 Investor pressure, 195 Irrelevance, of old regulation, 81-82 ISO certification, 88 in reducing air emissions, 241n.48 Janicke, Martin, 67, 205–206 Japan bottom-up solution in, 125

corporate environmental reporting in, 99 environmental approach in, 28–29 environmental regulation in versus U.S., 30 technology innovation in, 74 voluntary initiatives in, 123 John, DeWitt, 187 Johnson, Stephen, 55, 149, 213 Johnson & Johnson greening policies of, 88 in Performance Track Corporate Leader program, 146–147 public goal setting by, 100

Kagan, Robert A., 29, 35, 77, 140, 231n.31 King, Andrew, 97, 98 Kingdon, John, 40–41, 136 Knowledge sector, growth of, 15 Kooiman, Dan, 178 Kraft, Michael, 61

Lafferty, William, 31-32, 34-35 Landfill Methane outreach Program, 134 Lash, Jonathan, 8 Law. See Legal system; Legislation; specific legislation Layzer, Judith, 175-176 Lead emissions, control of, 62 Leaders and Laggards, 190 Learning. See also Policy learning; Social learning; Technical learning increasing capacities for, 203–204 incremental, 220-221 mechanisms for, 197 Learning strategies, 194 Leavitt, Michael, 55, 149, 213 Legal-regulatory framework, integrated, 68 Legal sanctions, 197 Legal system authority of, 191 changing, 218-219 compliance focus of, 75-78

deterrent focus in U.S. versus other nations, 30 need for reform in, 208-212 in problem-solving capacity, 67 social science writing on, 158-161 Legalistic approach, 75-78 Legislation pollution control, 42-44 substantive, 19 Lenox, Michael, 97, 98 Lesson drawing, in new regulation, 157-188 Leverage, 138 Life-cycle analysis, 37–38, 164–165 product impacts in, 81 E.I. Lilly greening in, 114 overcompliance by, 113 Limited state approach, 34-35 Lindblom, Charles, 217, 218 Litigation in problem solving, 35–36 shift away from, 48 Local activism, 175 Local nuisance issues, 181 Long Island Sound, pollution in, 63 Love Canal, 66, 209 Lulofs, Kris, 162 Manufacturing changing economic relationships in. 14 environmental impact of, 82 Market incentives, 119-120, 160-161, 202-203 effectiveness of, 254n.16 Marketable permits, 160-161 Marketing, environmental impact of, 82 Markets, redefining, 112 Massachusetts civic environmentalism in, 175-176 Environmental Results Program (ERP) of, 10, 168–169, 173, 219-220, 251n.50 EPA relationship with, 167

Materials management, 210 Mazurek, Jan, 61, 62, 63, 65-66, 131, 245n.33 McDonald's, Environmental Defense partnership with, 124 Meadowcroft, James, 31-32, 34-35 Measurable goals, 206 Mediation, 5 Michigan, regulatory changes in, 10 Miller, Catherine, 234n.22 Minnesota, EPA relationship with, 167 Mississippi River, pollution in, 63 Mixed scanning strategy, 25, 210, 218 - 221The Morning After Earth Day (Graham), 42–43 Multi-State Working Group (MSWG), 172 Multi-State Working Group on Environmental Performance, 203, 250n.32 Multinational corporations, 14–15 Murphy, Joseph, 181-182, 183, 255n.27 National Academy of Public Administration (NAPA), 158, 188, 2.03environmental policy assessment of, 85 evaluations of, 168-170 old regulation evaluation by, 128 reports of, 54 revisionist critique issued by, 8-9 National Ambient Air Quality Standards (NAAQS), 62, 200, 208-209 National Environmental Performance Track. See Environmental Protection Agency (EPA), Performance Track program of National Partnership for **Environmental Priorities**, 135

National Pollutant Discharge Elimination System (NPDES), 83 National Pollution Prevention Roundtable, 68 National standards, need for, 43 Natural Resources Defense Council (NRDC), 12, 127, 141, 142 Nature Conservancy, Ohio Chapter of. 176 Negotiations, in rule-making, 5 NEPP framework. See Dutch National Environmental Policy Plan (NEPP) Netherlands. See also Dutch National Environmental Policy Plan (NEPP) collaborative approach in, 158 differences from United States, 179 energy benchmarking program in, 124, 205 environmental regulation in, 179-186, 200, 255n.27 lessons from, 187 innovative approach in, 211 negotiated agreements in, 29 parliamentary system of, 33 public policy of, 10 sector-based planning in, 24 social-political governance in, 162-163 target approach of, 252n.63 technology innovation in, 73, 74 voluntary agreements in, 31 New Jersey Department of Environmental Protection, facility-wide permitting system of, 76, 78, 169-173, 211 Gold and Silver Track programs of, 145, 174-175 multimedia permits in, 132 permitting pilots of, 173 regulatory changes in, 10 Silver and Gold Track programs of, 171New public administration, 228n.36 New Source Review (NSR) program, 54 - 55critique of, 233n.59

New Zealand, environmental approach in, 28 Nike, supply chain uncertainty in, 115 Nitrates, control of, 63 Nongovernmental organizations (NGOs) Dutch model of, 162 growth of, 12 Nonpoint source pollution, 48 data on control of, 63-64 Nonresulatory pressure, 199-200 Norberg-Bohm, Vicki, 184-185, 211, 252n.63 Norway, environmental approach in, 29 Ochsner, Michele, 239n.23 Ohio, Darby Partnership in, 176 Oregon Department of Environmental Quality (DEQ), 171 EPA relationship with, 167 Green Permits program of, 145, 171-172, 174-175, 250n.29 regulatory changes in, 10 Organization for Economic Cooperation and Development (OECD), 188, 203 innovation survey of, 72-73 seven-country study of, 254n.15 studies of, 247-248n.58 Overcoming Obstacles to Innovative State Regulatory Programs (GAO), 167 Overcompliance, 112-113 Ozone in air pollution, 57, 62–63 stratospheric, depletion of, 11, 57 urban area standards for, 11 Packaging waste, 29

Parliamentary system, regulatory powers under, 33 Partnerships, 5, 217

in civic environmentalism, 175-176, 178 - 179in state initiatives, 167 successful, 216 Patagonia, 109 Performance agreements, 220 Performance-based regulation, 20-21 Performance indicators, 204–205 core, 201-203, 219 TRI data in, 241-242n.61 Performance measurement, 151–152 Performance standards, legally enforceable, demanding, 199-200 Performance tiers, 196 Performance Track Corporate Leaders, 146-147 Performance tracking programs, 200-201 alternative, 219 annual progress reports on, 247n.53 design of, 247n.50 at state level, 172-175 Permitting systems. See also Facilitywide permitting; Flexible air permitting; Green Permits programs modification of, 194 old-regulation requirements in, 83-84 preferable forms of, 114–115 Pfizer greening policies of, 88 voluntary challenge program of, 135 Point-source water pollution, 48, 57 Policy dialogues, 18 Policy learning, 24, 163–165, 223 in civic environmentalism, 178 in Dutch approach, 185–186 in new regulation, 203 Policy makers, in change, 217 Policy streams, 40 capacity building in, 67-70 integrating, 50-51 reassessing, 46-52 voluntary actions and, 136 Policy tools

based on reflexive law, 160 in new regulation, 119-120 Politics conflicting agendas of, 59 cost effectiveness and, 79 national level of, ix of new regulation, 212-216 power swings in, 56–57 stability of, 67 Politics stream, 40, 41 adaptation in, 217 gridlock in, 53-54 stalemate in, 46–51 Pollution. See also Air pollutants; Air pollution control; Water pollution categorization of, 29 charges for, 4 control of advocacy of, 42-44 with increased vehicle miles and GDP, 233n.3 integrated, 232n.52 narrow focus on, 47 point sources in, 57 industrial democracies' reaction to, 2.7 - 2.8as morally wrong, 38 non-point sources of, 11 point sources of, 11 prevention of cost effectiveness of, 92 in global chemical industry, 111-112 regulatory compliance and, 239n.23 prevention of at sources, 29 regulation of industry resistance to, 43-44 measurable results of, 62-67 Pollution control statutes, 17 Pollution Prevention Act (New Jersey), 169 Pollution prevention movement, 191 Pollution reduction programs, costeffective, 45, 139-144

Polychlorinated biphenyls (PBCs), 62 Porter, Michael, 93-94, 95, 96, 119 Porter hypothesis, 93–96 Portney, Paul, 80 Postmaterialism, 38 Potoski, Matthew, 241n.48 Prakash, Aseem, 110, 113, 114, 241n.48 President's Council for Sustainable Development (PCSD), 52, 54, 128, 158 Proactive environmental strategies, 92-95 Problem solving capacities for conditions associated with, 67 progress in, 67-70 community-based, 158 rules and litigation in, 35-36 Problems stream, 40-41 Product life cycles, 29 Professional organizations, 68 Progressive firms, 90–91 Progressive Policy Institute, 54, 248n.60 Proregulatory story line, 41, 217 advocates of, 84 Public opinion, proenvironment, 69 - 70Public policy based on cost-benefits analysis, 95-96 greening trends and, 88–90 lesson drawing in, 157-188 Pull strategies, 207 Pulp and paper mills EMSs of, 104 improved environmental performance of, 108 regulation of in U.S. versus Scandinavia, 72-73 water and air standards for, 132 Push strategies, 207 Rabe, Barry, 170, 174 Race to the bottom, 43, 166

Radon, health risks of, 11–12

Rational-comprehensive approach, 218 - 221Raw materials sourcing, 82 Reagan, Ronald, 56 Reagan administration assault on environmental programs of, 4-5, 46-47, 51 reprise of environmental policies of, 54-56 Reflexive laws, 19, 24, 158, 159-161, 190, 194, 198, 223 in Dutch approach, 185 effectiveness of, 254n.16 in new regulation, 202 purpose of, 159-160 Regional control policies, 43 Regulation. See also Environmental regulation; Regulatory agencies; Regulatory system anticipating, 112-113 good and bad, 119 public hostility toward, 4 Regulators, improving relationships with, 113-115, 137 Regulatory agencies changes in, 207-212 fragmented regulatory functions of, 30-31 industry capture of, 37-38 life cycles of, 37-38 Regulatory authority, state versus federal, 166–167 Regulatory capture theory, 37–38, 119 Regulatory commands, 164 Regulatory laws, changes in, 207-212 Regulatory negotiation, 48-49 Regulatory pressures, 193-194, 199, 201-202 Regulatory system building flexibility into, 17–18 critics of, 2 reasons for changing, 10–18 reform of in 1970s, 45 revisionist criticisms of, 2-3

unreasonableness of, 140 Reilly, William, 113, 134 Reinhardt, Forest, 94-95, 109, 115, 116, 137 Reinventing Environmental Regulation program, 140 Reinvention initiatives, 51–54, 121-155, 157 end of, 55 learning from, 149–152 Rejeski, David, 14 Reputation capital, 108–109 Research and development, environmental impact of, 82 Resistant adaptation strategy, 92 Resource Conservation and Recovery Act (RCRA) goals of, 209 passage of, 44 Resources gaining access to, 137-138 management of in the Netherlands, 181 Resources for the Future, 203 Responsible Care Management System (RCMS), 106 Responsible Care program, 105–107, 109-110, 115-116, 118, 124, 205, 220 code of, 92 Revisionist critique, 8–9, 10–11 Right-to-know laws, 13–14, 17–18 Rights-based strategy, 230n.27 Rights revolution, 36-37 Risk assessment tools, 51 Rockwell-Collins, in Performance Track Corporate Leader program, 146-147 Rose, Richard, 122, 157 Rosenbaum, Walter, 154 Ruckelshaus, William, 9, 46-47, 51, 56-57, 122-123, 127-129, 153, 217 - 218Rules. See also Compliance-based approach; Deterrence-based approach

approach based on, 35-36, 193-194, 196 proliferation of, 76-77 Rules-and-deterrence model, 6-10, 59, viii. See also Deterrence-based approach; Rules design flow in, 23 versus environmental performance approach, 2-4 Safe Drinking Water Act (SDWA), 44 Salzman, James, 14 S.C. Johnson, voluntary challenge program of, 135 Scandinavia, continuous innovation in, 72–73 Scheberle, Denise, 177 Schering-Plough, facility-wide permitting system of, 76 Scholz, John T., 231n.31 Schot, Johan, 92 Scientific knowledge base in problem-solving capacity, 67 in United States, 69 Second Generation Environmental Improvement Act of 1999, 248n.60 Sector-based planning, 24, 205 Sector source pollution, 251n.50 Sector Strategies Program (EPA), 205, 247n.57 Self-auditing, 212 Self-regulation, Responsible Care in, 105 - 107Self-reporting system, 204 Separation of powers, in U.S., 32–33 Service sector, growth of, 15 Shades of Green, 96, 104, 108, 109, 112, 204–205 Shadow community, 175 Sierra Club, 12 Silver Track program, 145 Sinclair, Darren, 183-184 Smart Regulation, 129, 190 Social choices, corporate, 89 Social learning, 164, 165

Social-political governance, 19–20, 24, 161–163, 194, 223 in Dutch approach, 185 versus new public administration, 228n.36 Social science literature, on law and governance, 157, 158-165 Socially responsible investment, 12 - 13Societal interests, 222-223 Societal pressures, 195 Solid waste regulation, 64 South Carolina, regulatory changes in. 10 Specialization, in old regulation model, 7 Spence, David, 38 Stakeholders civic environmentalism commitment of. 177 participation of, 18 in reinvention of environmental regulation, 151 Stakeholders processes, design and legitimacy of, 141–142 State agencies, growth of, 13 State-centered governance, 20 States air requirements of, 235n.27 performance tracks in, 168 regulatory flexibility of, 122 regulatory innovation in, 165-175 regulatory innovations in, 10, 158 shift from control policies of, 43 shift to authority of, 231n.39 Stephan, Mark, 177 Stormwater runoff, 63 Strategic Goals Project, 205 Streamlining Environmental Regulation, 8, 53 Sulfur oxide emissions trading, 50 Sunstein, Cass, 36 Superfund program litigation in, 48 passage of, 44 Toxics Release Inventory and, 49

Supply chain management of, 164-165 reducing uncertainty of, 115 Sustainability, 22, 95-96 reporting in, 100-101 state power in planning for, 34-35 Sustainable development, 94 growing focus on, 51-52 U.S. versus international movement toward, 31-32 Sustainable Forestry Initiative, 115-116 Sweden air quality regulation in, 29-30 environmental approach in, 28-29 Tampa Bay, pollution in, 63 Target group policy, 184–185 Technical experts, 7 Technical learning, 164 in civic environmentalism, 178 Technology cost effectiveness of, 80-81 growth of, 14-15 in pollution reduction, 66 in problem solving, 69 Technology-based rules, 73 Technology innovations impedance of, 72-75 under old regulation, 71-72 Tellus Institute, facility reporting project of, 101 Terlak, Ann, 31, 206 Teubner, Gunther, 19, 159–160 Thinking Ecologically, 123, 128–129 3M permitting plan of, 215 Pollution Prevention Pays program, 110 public goal setting by, 100 Tiering programs, 172 Top-down regulation, 214, 215 in the Netherlands, 179–180, 182 - 183Toxic emissions, as indicator of environmental performance, 97

Toxic Substances Control Act (TSCA), 159 chemical reviews under, 83 passage of, 44 Toxics Release Inventory (TRI), 13-14, 49, 64-65, 160 adoption of, 17-18 data from, 96-97 limitations of, 234n.22 in measuring performance, 204-205 effects of on industry, 235n.30 information in, 192 as performance indicators, 241-242n.61 reporting on, 134 Trade associations collective action by, 105-107 environmental codes of, 87 in the Netherlands, 181-182 performance agreements with, 220 Transaction costs, lowering, 211 Transition costs, 222-223 Transparency, 118, 191-192, 206 in new regulation, 119 TRI. See Toxics Release Inventory (TRI) Trust, 217 building, 205-207 definition of, 206 with regulators, 114–115 Uncertainty, reducing, 115 Union Carbide, Bhopal plant accident of, 49, 239n.25 United Kingdom (UK). See also Great

Britain corporate environmental reporting in, 99 environmental regulation in, 255n.27 United Nations Environmental Programme, 100–101 United States fragmented power in constitutional system of, 32–33 United States (US) environmental approach in versus other nations, 28-40 streamlining, 121–155 political culture of, 32-36 problem-solving capacity in, 67-70 regulatory innovation at state level in, 165–175 sustainable development and, 31-32 University of North Carolina/Environmental Law Institute study, 103 Value chain, 237n.56 van der Linde, Claas, 93-94, 95, 96, 119 Vig, Norman, 61 Virginia Environmental Excellence Program in, 171, 172 regulatory changes in, 10 Voluntary challenge programs, 133-139, 202, 220 lessons from, 149-150 limitations of, 138-139 reasons for participation in, 137-138 Voluntary environmental programs, 122, 123-126 accountability and, 197 definition of, 243n.4 effectiveness of, 125-126 in fragmented environmental policy, 31 international growth of, 153 new regulation and, 152-155 OECD study on, 247-248n.58 types of, 123-125 Wallace, David, 36, 74–75, 203, 205 - 206Walley, Noah, 95-96, 239n.24 Waste disposal, 181. See also Hazardous waste Waste Reduction Always Pays (WRAP) program, 110

290 Index

WasteWise, 135, 138-139 Water depletion, 181 Water pollution assessment of sources in, 48 control of measures of, 63-64 national programs for, 209 diffuse, nonpoint sources of, 63 reduction of, 2 Water Pollution Control Act of 1972, 17 Water Use Efficiency Program, 134 Waxman, Henry, 51 Wealth, in problem-solving capacity, 67 Weber, Max, bureaucratic rationality theory of, 6-7, 18-19, 39-40 Whitehead, Bradley, 95-96, 239n.24 Whitman, Christine Todd, 55, 149, 213 Win-win opportunities, 96-97, 110-111, 119, 213 Wisconsin, regulatory changes in, 10 World Business Council for Sustainable Development (WBCSD), 13 Xerox, redefining markets of, 112

Zero sum assumption, 6, 15–16, 52, 87, 118–119, 222–223 challenging of, 107