

## LARA PATTERSON PHELPS

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### WORK EXPERIENCE:

**United States Environmental Protection Agency (US EPA), Research Triangle Park, NC (May 1995 – present)**

**Office of Research and Development (March 2003 – present)**

*Environmental Protection Specialist, Office of the Science Advisor (OSA) (March 2008 – present)*

*Environmental Protection Specialist, Immediate Office of the Assistant Administrator (IOAA) (April 2005 – March 2008)*

*Environmental Protection Specialist, National Exposure Research Laboratory (NERL), Environmental Sciences Division (ESD), Landscape Characterization Branch (LCB) (March 2003 – April 2005)*

- Executive Director of National Environmental Laboratory Accreditation Conference (NELAC). (IOAA/LCB)
- Designated Federal Official for Environmental Laboratory Advisory Board (ELAB). (OSA/IOAA/LCB)
- Executive Director of National Environmental Laboratory Accreditation Program (NELAP) for implementation of NELAC Standards. (IOAA/LCB)
- Chairing and coordinating the National Environmental Monitoring Conference (NEMC). (OSA/IOAA/LCB)
- Team Leader of the Measurement, Monitoring, Modeling Group (OSA).
- Manager and Action Team Lead for the Forum on Environmental Measurements (FEM). (OSA/IOAA)
- Manager and Action Team Lead for the former Council for Regulatory Environmental Modeling (CREM) – now Environmental Modeling Community of Practice. (OSA)
- Quality Assurance Manager. (OSA)
- Website design and management for Environmental Measurement and Environmental Modeling at EPA. (OSA)
- Acting Senior Environmental Technology Officer. (OSA)
- Special Emphasis Program Manager for Native Americans and Alaskan Heritage. (OSA/IOAA)
- Coordinate and present products of the FEM and CREM (now E-Mod CoP) to the Science Technology Policy Council (STPC) for Agency use. (OSA/IOAA)
- Coordinates efforts to support Agency performance approach in environmental monitoring. (OSA/IOAA/LCB)
- EPA's national expert in the area of laboratory accreditation and assessment. (OSA/IOAA/LCB)
- Responsible for providing laboratory, measurement science, monitoring, and modeling expertise to ORD Senior Management in addition to materials for papers and/or speeches. (OSA/IOAA)
- Coordinate and represent issues between ORD and OSA with Agency Program Offices and Regional science and technology functions. (OSA/IOAA)
- Coordinate and conduct special studies or programs. (OSA/IOAA)
- Policy coordination on issues related to measurement science, monitoring, and laboratory capability and capacity for homeland security. (OSA/IOAA)
- Responsible for outreach to laboratory, measurement science, and monitoring communities. (OSA/IOAA)
- Serves as an Agency point of contact for laboratory, measurement science, monitoring, and modeling inquiries. (OSA/IOAA)

**WORK EXPERIENCE (CONT.):****United States Environmental Protection Agency (US EPA) (CONT.)**

- Serves on the Awards Review Board for the Office of Research and Development. (OSA)
- Responsible for extramural resources management. (OSA/IOAA/LCB)
- Responsible for coordination, training, and formal speaking engagements for broad based Agency initiatives including managing and forming appropriate workgroups. (OSA/IOAA/LCB)
- Responsible for providing statistical consultation and quality assurance oversight to groups with respect to the statistical design of studies, analysis of data, and interpretation of results. (OSA/IOAA/LCB)

**Office of Air and Radiation, Office of Air Quality Planning and Standards (May 1995 – March 2003)**

*Environmental Protection Specialist, Air Quality Strategies and Standards Division, Innovative Strategies and Economics Group (ISEG) (December 2002 – March 2003).*

*Environmental Protection Specialist, Emission Standards Division, Policy, Planning and Standards Group (PPSG) (September 2002 – November 2002).*

*Environmental Protection Specialist, Emission Standards Division (ESD) (April 2002 – September 2002).*

*Environmental Protection Specialist, Emissions Monitoring, and Analysis Division (EMAD) (July 2000 – April 2002).*

*Statistician, Emission Monitoring and Analysis Division, Air Quality Trends and Analysis Group (AQTAG) (July 1999 – July 2000).*

*Statistician, Emission Monitoring and Analysis Division, Emission Measurement Center (EMC) (May 1995 – July 1999).*

- Division oversight of congressional issues and responses. (ESD)
- Division coordination of Science Inventory. (PPSG/ESD)
- Division lead on community assessment projects within Region 5. (PPSG/ESD)
- Manager of Division budget team and formulation. (EMAD)
- Coordinator of Division regulatory work. (EMAD)
- Coordinator of Division program planning and communication. (EMAD)
- Coordinator and consultant for Division international work on global climate activities. (EMAD)
- Division Quality Assurance Officer and Agency expert on quality systems. (ISEG/PPSG/ESD/EMAD/AQTAG/EMC)
- Agency Quality Systems expert on Office of Air Quality Planning and Standards long range planning Innovative Strategies Team. (ISEG/PPSG/ESD/EMAD)
- US EPA representative on Performance Testing and Program Policy and Structure Committees for National Environmental Laboratory Accreditation Conference. (EMAD/AQTAG/EMC)
- Responsible for coordination, training, and formal speaking engagements for broad based Agency initiatives including managing and forming appropriate workgroups. (ISEG/PPSG/ESD/EMAD/AQTAG/EMC)
- Responsible for extramural resources management. (ISEG/PPSG/ESD/EMAD/AQTAG/EMC)
- Project manager and/or mentor for summer student intern program. (ISEG/PPSG/ESD/EMAD/AQTAG/EMC)
- Responsible for development and testing work on an integrated modeling system called PHOENIX with a team. (ISEG)

**WORK EXPERIENCE (CONT.):****United States Environmental Protection Agency (US EPA) (CONT.)**

- Responsible for coordinating and expanding use of the Economic Growth Analysis System (EGAS). (ISEG)
- Lead statistician primarily responsible for mortality projections for the Agency response to the National Academy of Sciences (NAS). (ISEG)
- Lead statistician primarily responsible for analysis of fine particulate matter and air toxics data and interpretation of results using SAS and S-Plus. (AQTAG)
- Coordinator and statistician on transboundary issues with Canada. (AQTAG)
- Responsible for providing statistical consultation and quality assurance oversight to groups with respect to the statistical design of studies, analysis of data, and interpretation of results. (ISEG/PPSG/ESD/AQTAG/EMC)
- Instructed courses on Data Quality Objectives, Quality Assurance Project Plans, Data Quality Assessment, and Basic Statistics. (AQTAG/EMC)
- Managed and restructured Stationary Source Audit Program for the Agency. (EMC)
- Office of Air and Radiation representative and project coordinator for cross Agency issues on Environmental Monitoring Management Council (e.g., Performance-based Measurement Systems). (EMC)

**ClinTrials Research, Inc., Research Triangle Park, NC (February 1995 – May 1995).***Analyst Support Programmer II*

- Responsible for the reconstruction of individual patient information sheets for a study from a large clinical database using SAS.
- Responsible for preliminary study analysis using SAS to utilize critical information needed from individual patient information sheets.

**North Carolina Department of Public Instruction, Raleigh, NC (March 1991 – February 1995).***Statistical Research Assistant, Division of Research and Accountability Services (DRA) (May 1992 – February 1995).**Statistical Research Assistant, Division of Testing (DT) (March 1991 – May 1992).*

- Responsible for analyzing and displaying statistical results of raw test data using various computer software packages, such as Bical, Bimain, SAS, and MicRA ->DRP. (DRA)
- Responsible for writing programs for future analysis of raw test data from a central database in SAS. (DRA)
- Assistant instructor for a computer system provided to all county school systems in North Carolina for testing results. (DRA)
- Assistant coordinator for foreign language testing for students in all county school systems in North Carolina. (DRA)
- Responsible for using computer software, such as Word, Excel, and MacDraw, to display statistical information and proofreading SAS programs. (DT)
- Packaged tests for all county school systems in North Carolina (Minimum Skills Diagnostic Test and End of Course Test). (DT)

**North Carolina State University, Statistics Department, Raleigh, NC (August 1993 – May 1994).***Teaching Assistant*

- Responsible for assisting the faculty by grading papers and providing tutorial assistance.
- Assisted in oversight of the Statistics Instructional Computing Laboratory (SICL).

**PROFESSIONAL ACCOMPLISHMENTS – Attached****REFERENCES – Available Upon Request**

**ATTACHMENT**  
**PROFESSIONAL ACCOMPLISHMENTS**  
**LARA PATTERSON PHELPS**

**PROFESSIONAL HONORS AND AWARDS:**

- **On the Front Line Award:** The Association of Public Health Laboratories (APHL) honors an individual or laboratory outside of APHL membership who makes significant contributions to the advancement of public health laboratory science and/or practice, June 2014.
- **Bronze Medal:** In recognition of actionable opportunities identified by the FEM Monitoring Assessment Team impacting method development and data access, management, and assessment needs across Agency Programs, October 2012.
- **Special Recognition:** In recognition of dedication and service in support of the Nation's response to the Deepwater Horizon Oil Spill, 2010.
- **Bronze Medal:** Near-Term Laboratory Study Team – For cross-agency leadership to develop and apply knowledge about innovations by EPA employees that strengthen the effectiveness and efficiency of the Agency's laboratory network, September 2009.
- **Bronze Medal:** In recognition of outstanding leadership and collaboration in managing and implementing the recommendations of the National Advisory Council for Environmental Policy and Technology, December 2008.
- **EPA Federal Advisory Committee Act Designated Federal Officer Award,** November 2006.
- **NELAC Award:** In Honor of Your Dedicated Service and On-Going Commitment to the Vision of a Comprehensive National Program for Environmental Testing Laboratories Through the Efforts of the National Environmental Laboratory Accreditation Conference, August 2006.
- **Certificate of Appreciation:** In recognition of 10 years of Federal Service, May 2005.
- **NERL Mentoring Program 2004 – 2005:** The National Exposure Research Laboratory recognizes and appreciates your valued participation in the NERL Mentoring Program, April 2005.
- **Certificate of Appreciation:** For assisting in the technical review of the training course Assessing Inorganic Chemistry (Non-Metals) by the Independent Laboratories Institute, December 2005.
- **Special Accomplishment Recognition Award:** In recognition of exemplary service to the Branch, Division, Laboratory, Office, and Agency as the Director of the National Environmental Laboratory Accreditation Program and Conference (NELAP and NELAC), September 23, 2004.
- **Certificate of Appreciation:** at the 10<sup>th</sup> Annual Good Laboratory Practice Conference by the VA AWWA/VWEA Laboratory Practice Committee, August 3, 2004.
- **Superior Accomplishment Recognition Award:** Recognition of work done to further the development and implementation of a national environmental laboratory accreditation program, February 2004.
- **Certificate of Appreciation:** at the 9<sup>th</sup> Annual Good Laboratory Practice Conference by the VA AWWA/VWEA Laboratory Practice Committee, September 16, 2003.
- **Certificate of Recognition:** In recognition of nomination for the Barbara M. Metzger Quality Assurance Manager of the Year Award, April 2003.
- **Superior Accomplishment Recognition Award:** In recognition for contributions to the preparation of the document responding to the Office of Management and Budget's (OMB) Spring Review Program Effectiveness Rating for the Air Toxics Program, July 2002.
- **Certificate of Appreciation:** Recognition of outstanding service to NELAC as a member of the Program, Policy & Structure Committee, July 2002.

**PROFESSIONAL HONORS AND AWARDS (CONT):**

- **Certificate of Recognition and Award:** For Outstanding Contributions Toward Defining What IS (Innovative Strategies) Is, October 2001.
- **Bronze Medal:** Utility Mercury Rule Team – For extraordinary dedication, creativity and technical leadership in addressing mercury from coal-fired power plants, August 2001.
- **Superior Accomplishment Recognition Award:** For note worthy contributions to the Emissions, Monitoring, and Analysis Divisions administrative, program, budget, and contract management operations from October 2000 through July 2001, August 2001.
- **Certificate of Appreciation:** For five years of dedicated service and outstanding contribution to the development of the National Environmental Laboratory Accreditation Conference Performance Testing Standards, May 2001.
- **Superior Accomplishment Recognition Award:** For completion of a fine particulate matter data analysis workbook, coordination of two fine particulate matter data analysis workshops, and statistical and quality assurance work on the utility mercury study for coal-fired power plants, August 2000.
- **Certificate of Appreciation:** For serving as a mentor to the 1999 US EPA student internship program, August 1999.
- **Emission Monitoring and Analysis Division's Integrity Award,** August 1999.
- **Certificate of Appreciation:** For service with the United States Environmental Protection Agency's Emission Measurement Center, May 1995 – July 1999.
- **On-the-Spot Award:** For cross-organizational efforts in leading development of OAR's Implementation Plan for Performance Based Measurement Systems, September 1998.
- **Certificate of Award:** In recognition of dedication and negotiation skills in developing detailed standards on proficiency testing for the National Environmental Laboratory Accreditation Conference, July 1998.
- **On-the-Spot Award:** For co-coordinating the Combined Federal Campaign in Research Triangle Park for the Environmental Protection Agency in 1996.
- **On-the-Spot Award:** For outstanding effort in communications and outreach to promote the use of data quality objectives and convey EPA's perspective on the Compliance Assurance Monitoring Rule at the 1995 Annual Meeting of the Air and Waste Management Association.
- **High Five Award** (received annually): For outstanding work and achievement on various projects at the North Carolina Department of Public Instruction, 1992 – 1995.
- **Leadership Award for Outstanding Graduating Senior in the College of Physical and Mathematical Sciences,** 1992.
- **Outstanding Graduating Senior in Statistics,** 1992.

**PUBLICATIONS:**

- Co-author of "Raising the Bar for Reproducible Science at the US Environmental Protection Agency Office of Research and Development," Upcoming issue of Toxicological Sciences, December 2014.
- Author of "Environmental Measurements' Competency Policy for Assistance Agreements," published in December 2013 in Bridges Issue 12: Winter 2013.
- Author of "The Call for Abstracts: The Future of Environmental Monitoring at the 30<sup>th</sup> Annual National Environmental Monitoring Conference," in November 2013 in The Institute Review: A Publication of The NELAC Institute: Third Quarter 2013.
- General Editor of The Institute Review: A Publication of The NELAC Institute: Second Quarter 2007 (first issue) – First Quarter 2013.
- Co-author of "7<sup>th</sup> Environmental Measurement Symposium: Coming to San Antonio Texas" in July 2013 in The Institute Review: A Publication of The NELAC Institute: Second Quarter 2013.

**PUBLICATIONS (CONT):**

- Editor-in-Chief of The Institute Review: A Publication of The NELAC Institute: Third Quarter 2012.
- Co-author of “Regulatory Update! EPA Offers Collaborative Opportunities to Meet Measurement and Monitoring Needs,” in August 2012 in RESTEK AIRMAIL: Vol 2 2012.
- Co-author of “Environmental Measurement Symposium,” in The Institute Review: A Publication of The NELAC Institute: First Quarter 2012.
- Co-author of “2012 Forum on Laboratory Accreditation,” in The Institute Review: A Publication of The NELAC Institute: Third Quarter 2011.
- Author of “Member Spotlight – Kristin McCracken” and co-author of “2011 Environmental Measurement Symposium,” in The Institute Review: A Publication of The NELAC Institute: Second Quarter 2011.
- Author of “Environmental Measurement Symposium,” in The Institute Review: A Publication of The NELAC Institute: Second Quarter 2010.
- Author of “Environmental Measurement Symposium: Highlights of the National Environmental Monitoring Conference,” in The Institute Review: A Publication of The NELAC Institute: Second Quarter 2009.
- Co-author of “Miami Meeting Wrap-up and Looking Forward to San Antonio,” in The Institute Review: A Publication of The NELAC Institute: First Quarter 2009.
- Author of “TNI Semiannual Meeting: Forum on Laboratory Accreditation,” in The Institute Review: A Publication of The NELAC Institute: Third Quarter 2008.
- Author of “Flexible Approaches to Environmental Measurement – The Evolution of the Performance Approach,” in The Institute Review: A Publication of The NELAC Institute: Second Quarter 2008.
- Co-author and Editor of entire first publication of The Institute Review: A Publication of The NELAC Institute: Second Quarter 2007.
- Author of “cBOD Resolution within NELAC,” published in August 2005 in the Express News, Volume 3, Number 2.
- Co-author of “Overview of the Air Toxics Program,” published in the 2002 Symposium of Air Quality Measurement Methods and Technology Proceedings.
- Author of “Tools for Data Quality,” published in the 2001 National Annual Meeting of the Air and Waste Management Association Proceedings.
- Author of “Environmental Protection Agency prepares draft regional haze guidance documents,” published in The IMPROVE (Interagency Monitoring of Protected Visual Environments) Newsletter, Summer 2001.
- Author of “Statistical Design for the Utility Mercury Information Collection Request for Coal-fired Power Plants,” published in the 2000 National Annual Meeting of the Air and Waste Management Association Proceedings.
- Author of “Stationary Source Compliance Audit Program,” published in the 1999 National Annual Meeting of the Air and Waste Management Association Proceedings.
- Author of “Performance Based Measurement System,” published in the 1998 National Annual Meeting of the Air and Waste Management Association Proceedings.
- Author of “Statistical Concepts Used under a Performance Based Measurement System,” presented at the 1997 Joint Statistical Meeting.
- Author of “Data Quality Assessment: A Tool for Data Analysis,” published in the 1997 National Annual Meeting of the Air and Waste Management Association Proceedings.
- Author of “Applying Statistics to Emission Measurements,” presented at the 1995 National Annual Meeting of the Air and Waste Management Association.

**PROFESSIONAL MEMBERSHIPS:**

- Member, The NELAC Institute (TNI), 2006 – present.
  - Ex-officio Member, Board of Directors, 2014 – present.
  - Member, Advocacy Committee, 2006 – present.

**PROFESSIONAL MEMBERSHIPS (CONT):**

- Member, Conference Coordination Committee, 2006 – present.
- Member, Nominating Committee, 2007 – present.
- Ex-officio Member of Board of Directors, American Association for Laboratory Accreditation (A2LA), 2006 – 2013.
- Member, Association of Analytical Communities (AOAC) International, 2005 – 2006.
- Member, Institute of National Environmental Laboratories, 2002 – 2006.
  - Member, Conference Coordination Committee, 2003 – 2006.
  - Liaison, Board of Directors, 2002 – 2003.
- Member, Source Evaluation Society (SES), 1997 – present.
- Member, Air and Waste Management Association (AWMA), 1995 – 2004.
  - Vice-chair, Technical Coordinating Committee on Data Management and Quality Assurance, 2001 – 2004.
  - Secretary, Technical Coordinating Committee on Data Management and Quality Assurance, 1998 – 2001.
- Member, American Statistical Association (ASA), 1991 – 2000.

**PROFESSIONAL MEMBERSHIPS (CONT):**

- Member, Source Evaluation Society (SES), 1997 – present.
- Member, Air and Waste Management Association (AWMA), 1995 – 2007.
  - Chair, Technical Coordinating Committee on Data Management and Quality Assurance, 2004 – 2006.
  - Vice-chair, Technical Coordinating Committee on Data Management and Quality Assurance, 2001 – 2004.
  - Secretary, Technical Coordinating Committee on Data Management and Quality Assurance, 1998 – 2001.
- Member, American Statistical Association (ASA), 1991 – 2000.

**PROFESSIONAL DEVELOPMENT:**

- University of North Carolina – Chapel Hill, Kenan – Flagler Business School: Leadership Effectiveness Workshop, 2011.
- EAS Training (Getting Started, Advanced Procurement Plan, Creating a Requisition, FCO Commitment Process, and Work Assignment/Work Plans), 2010.
- E-mail Records Management Training, 2009 – present.
- Emergency Preparedness Training, 2009 – present.
- NOFEAR Act Training Module, 2008 – present.
- Cybersecurity Awareness, 2008 – present.
- Personally Identifiable Information, 2009.
- Telework 101 for Employees, 2008.
- Graduate School USDA - Managing a Special Emphasis Program, 2008.
- IT Security Awareness Training, 2005 – present.
- Federal Advisory Committee Act (FACA) Management Training Course, 2003.
- Fundamentals of Environmental Justice, 2003.
- Public Involvement Training, 2002.
- Office of Personnel Management Course on the Federal Budgetary Processes and Policies, 2001.
- Advanced SAS Programming Techniques and Efficiencies, 1999.
- Office of Personnel Management Course on the Seminar for New Managers, 1999.
- Managing Your Financial Assistance Agreement (Project Officer Certification) with 3-year refresher, 1998 - present.
- Integrating Quality Assurance into Project Development, 1998.
- Ethics Training with annual recertification, 1997 – present.
- Contract Administration with 3-year refresher, 1996 – present.
- Basic Level Field Activity Training with annual refresher, 1996 – 2001.
- Office of Air Quality, Planning, and Standards Deputy Quality Assurance Officer Signature Authority, 1996 – 2003.
- Team Training, 1995.
- Data Quality Objectives, 1995.
- Orientation to Quality Assurance Management, 1995.

**EDUCATION:**

**North Carolina State University**, Raleigh, NC  
Coursework completed for Master of Statistics  
**North Carolina State University**, Raleigh, NC  
Bachelor of Science, December 1992  
Statistics Major with Minor in Mathematics