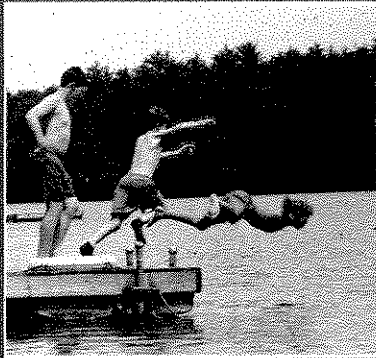


NEWMMOA

Northeast Waste Management Officials' Association



1994 Report

Sharing Solutions

1994

IT WAS A GOOD YEAR FOR NEWMOA. I'VE REALLY ENJOYED THE OPPORTUNITY AS CHAIR to share in this success. In 1994, we were particularly successful in meeting our mission to share information about effective waste management and pollution prevention. Our state staffs were able to teach one another about using innovative waste site cleanup technologies, reclaiming urban waste sites, increasing industry compliance through pollution prevention, and involving stakeholders more effectively in environmental decisions. This training is designed for and by the people who need it most.

The environment, the regulated community, and taxpayers all benefit when our states agree to develop a coordinated approach to a problem like scrap tires or management of discarded appliances. Certainly, it makes more sense to develop outreach and training materials for these kinds of programs once, as opposed to eight states each reinventing the same work. Looking toward the future, I expect our efforts on battery recycling, fluorescent lamps and other waste will be even more successful.

Without question, our states' contributions to national legislation and EPA policy and regulatory development have benefited from our regional cooperation on policy analysis and consensus building. For the past several years, we have shared first-hand experience concerning the more technical aspects of RCRA, CERCLA, and such issues as flow control, interstate waste shipment, and pollution prevention at the invitation of Congressional Committee staff.

Working together has also helped to advance our states' participation with EPA. For example, we provided EPA-New England with ideas for waste site cleanup program improvements, along with a consensus opinion regarding their relative importance, which EPA put to use. We also encouraged EPA's leadership in waste classification, standards setting, and technical support—areas where we believe a strong national presence is important to avoid duplication of effort and to level the playing field.

In 1994, NEWMOA's funding support was broadened with first-time dues contributions from state waste site cleanup, solid waste, and pollution prevention programs. This wouldn't have happened without the strong support of our member state program directors, environmental commissioners, congressional delegations and their staff, and EPA. Clearly, these groups experienced the value of sharing state program resources and products and working together with neighboring states toward common environmental goals. NEWMOA's value will become even more apparent as our states and EPA respond to the tremendous pressure to downsize government, while streamlining and simplifying environmental requirements—generally, doing more with less.

This year, as always, my state, New Jersey, benefited from the cooperative efforts of NEWMOA. Many times, I was able to say to another director, "We've developed a report on that problem. I'll send it to you." In return, we were repaid many times over with advice on how other states dealt successfully with problems that we faced.

In this period of budget constraints and downsizing, I hope that our federal and state leaders will continue to recognize the value of NEWMOA—because when our Northeast states work together, the whole is truly greater than the sum of its parts.

Gary Sondermeyer

COVER PHOTOS: CHRIS AYRES

Benefiting from Unified Action

The Northeast Waste Management Officials' Association (NEWMOA) is a nonprofit interstate association whose membership is composed of the hazardous and solid waste, pollution prevention, and waste site cleanup program directors for state environmental agencies in Connecticut, Maine, Massachusetts, New Hampshire, New Jersey, New York, Rhode Island, and Vermont. NEWMOA was established by the governors of the New England states as an official interstate regional organization, in accordance with Section 1005 of the Resource Conservation and Recovery Act (RCRA), and was formally recognized by the US Environmental Protection Agency in 1986. Subsequently, New Jersey (1989) and New York (1990) were voted in as members. NEWMOA provides support services to its eight member states in order to enhance state capabilities, facilitate program and policy development, and foster communications. NEWMOA helps states articulate and promote regional positions and strategies for environmentally sound and effective waste management and pollution prevention programs.

NEWMOA IS COMMITTED TO SUPPORTING ITS MEMBER STATES' EFFORTS TO preserve the environment by cleaning up past pollution and preventing it in the future. Our work is focused within four broad program areas: hazardous waste, nonhazardous solid waste, waste site cleanup, and pollution prevention. We provide a forum for increased communication and cooperation among our member states and between these states and EPA. We serve as a vehicle for the development of unified positions and policies and a source of research and training. Examples of NEWMOA's activities include: quarterly directors' meetings; development of Association positions on federal RCRA and CERCLA legislation; an annual training and technical transfer meeting for NEWMOA state and EPA regional staff; development and presentation of training courses for regulators and industry staff on source reduction and recycling; development of detailed studies; and management of contracts to assist with these and other activities.

The services NEWMOA provides are essential to the effective implementation of state environmental programs and have become even more important during this period of severe state budgetary constraints. We simultaneously facilitate and manage the development of studies, policies, regulations, and training that are used by each of the member states. These coordinated efforts result in considerable cost savings and greater effectiveness, because states do not have to fund and conduct those activities independently. NEWMOA also assists states in identifying issues where there is a clear benefit from unified action.

1994 Highlights

ANNUAL TRAINING AND TECHNOLOGY TRANSFER CONFERENCE From July to early December, considerable staff time was devoted to developing sessions, lining up speakers, handling conference logistics, and conducting follow-up activities for our annual conference. In November 1993, NEWMOA and EPA-New England and Region II cooperatively conducted a two-day training and technology transfer conference for the benefit of NEWMOA states and EPA staff. The conference featured plenary and concurrent sessions on a variety of policy and technical issues in all four of the major NEWMOA program areas. Speakers from



CHRIS AYRES

Goals & Objectives

Support state directors and staff in addressing waste-related issues and implementing programs and policies

OBJECTIVES:

- Manage an information network and clearinghouse for waste management and pollution prevention
- Provide technical assistance and support to states
- Organize training and technical-transfer activities

Facilitate the development of programs and policies that reflect member states' views

OBJECTIVES:

- Assist in the identification of significant program and policy issues
- Provide forums for the discussion of programs, policies, and issues for action
- Support members in the development and management of emerging state and federal programs and policies

Communicate state views, programs, and policies

OBJECTIVES:

- Distribute materials and information among member states and others
- Represent NEWMOA states' interests

Seek resources in support of NEWMOA and states

OBJECTIVES:

- Seek resources to sustain NEWMOA's activities
- Seek resources for individual states to carry out specific projects of benefit to all the members

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Over the last few years, NEWMOA has been a tremendous asset to the development and success of our state pollution prevention program. Networking, coordination amongst the states, and technical information sharing opportunities provided through NEWMOA have enabled our program to develop and mature into a more effective organization in a relatively short period of time.

—Gary Gulka
VERMONT POLLUTION
PREVENTION PROGRAM

NEWMOA states and regional staff, as well as EPA Headquarters and other organizations in the private and public sectors, addressed about 150 attendees.

FEDERAL LEGISLATION Periodically, the US Congress introduces legislation to amend existing laws or create new ones that are of concern to NEWMOA. Since 1991, Congress has addressed the Resource Conservation and Recovery Act, the primary statutory vehicle for NEWMOA's environmental concerns. Since 1992, Congress has been reviewing the Superfund or CERCLA law. NEWMOA staff members obtain copies of relevant legislation and related materials, review the documents, develop summaries and draft comments, arrange for informational meetings with congressional staff, and track legislative progress and related activities. Occasionally, other pieces of legislation related to hazardous and solid waste and pollution prevention are addressed by the NEWMOA directors.

COMMUNICATION AND COORDINATION A significant NEWMOA activity is facilitating communication and coordination among the states and with such agencies as EPA and other waste management associations. We conduct quarterly directors' meetings to address issues of concern to the states, to communicate with EPA, and to make decisions on future efforts. Through special conference calls, we develop directors' positions on legislation and other issues.

The Solid Waste Program Manager chairs several workgroups composed of staff from the NEWMOA solid waste programs. The Pollution Prevention Program Manager chairs the Northeast States Pollution Prevention Roundtable, which helps NEWMOA state environmental officials implement effective source reduction programs and prevent pollution in the environment. The Executive Director chairs workgroups on revisions to the federal hazardous waste rules, hazardous materials transportation, and waste site cleanup.

FUNDING NEWMOA is funded through four principal sources. The first, and original, source of funds is the "base grant," awarded from EPA's RCRA hazardous waste state program assistance funds. Generally, member states have requested that their respective EPA region make a portion of these funds available as a grant to NEWMOA. The amount is determined on the basis of a large/small state split. Several states have also provided direct funding to NEWMOA.

EPA grants for solid waste activities constitute the second source of funds, which are generally awarded on an annual basis. EPA-New England and Region II provided funds in 1994.

Grants from EPA-New England, EPA Region II and EPA Headquarters that fund the pollution prevention program comprise the third source of funding. In addition, funding has been received from a number of other sources for specific pollution prevention activities, including the Northeast Hazardous Substances Research Center and the Tufts University Center for Environmental Management.

Contributions from the states provide the fourth source of funding. This year, for the first time, the states contributed directly, above their state dues cited above, to NEWMOA's solid waste, pollution prevention, and waste site cleanup programs. In addition, New Jersey contracted with NEWMOA for a project on scrap tires.

A Regional Perspective on Global Problems

Each year NEWMOA develops reports and conducts analysis on a wide variety of issues that are of great interest to member states. Some are initial inquiries into an area, while others build on previously conducted efforts. When NEWMOA pulls together information on how individual states and other regional groups are addressing an issue, we provide our member states with many benefits. When states share reports and analysis on a particular waste management or prevention issue, they often find common problems and solutions. Sometimes they discover that a problem is easier to manage than they expected. Usually, states are able to develop a more effective approach when they work together. NEWMOA's efforts concerning safe waste management of appliances and vehicles is a good example of the group's reports and analysis

MANAGING DISCARDED APPLIANCES AND VEHICLES

By now most everyone knows that the substance used as a refrigerant in the family refrigerator has been linked to destruction of ozone in the upper atmosphere. Ozone shields us from dangerous ultraviolet rays that can cause skin cancer, damage plant and animal life, and, generally, wreak environmental havoc. Even grade school children now struggle to pronounce chlorofluorocarbons (CFCs), the chemical name for this refrigerant. While many of us are aware that the production of this refrigerant is being phased out by international agreement, perhaps not so many of us know what will happen to the millions of tons that remain in service worldwide. A similar situation exists with another tongue twister, polychlorinated bi-phenyls (PCBs). This chemical was widely used as an insulating agent in electrical transformers and capacitors until production was banned. However, older washing machines, air conditioners and other appliances as well as electronic equipment may contain significant quantities of PCBs. What happens when these cars and appliances are junked?

The answer is that, until recently, most of these chemicals along with other contaminants were simply released to the environment as millions of junk cars and appliances were shredded or crushed each year by the scrap metal industry. Early in the nineties, NEWMOA's member state waste programs began a variety of programs to change these practices. The states also turned to NEWMOA as a vehicle to share information and coordinate their regulatory efforts.

Building on an earlier (1993) overview report, NEWMOA's Solid Waste Program compiled a comprehensive document on the management of discarded appliances and vehicles in the NEWMOA states. *Managing Problem Materials Generated by Discarded Appliances and Vehicles* estimates that each year, approximately 6.8 million appliances are discarded, and nearly 1.6 million vehicles are "retired" in the NEWMOA states. Our report reviews the management, regulation and processing services for problem constituents in appliances and vehicles. The report discusses future issues for this industry, including the changing composition of appliances and vehicles, the subsequent impact on waste management costs and revenues, and air and water program requirements.

In addition to the published report, NEWMOA provided the document on computer disk to its member states. The states can use this to refine data to reflect their particular issues and requirements and then target distribution within their state. This is particularly helpful for city officials and health and zoning boards, who often are responsible for the oversight of local auto scrap yards.



DAVID GERRATT

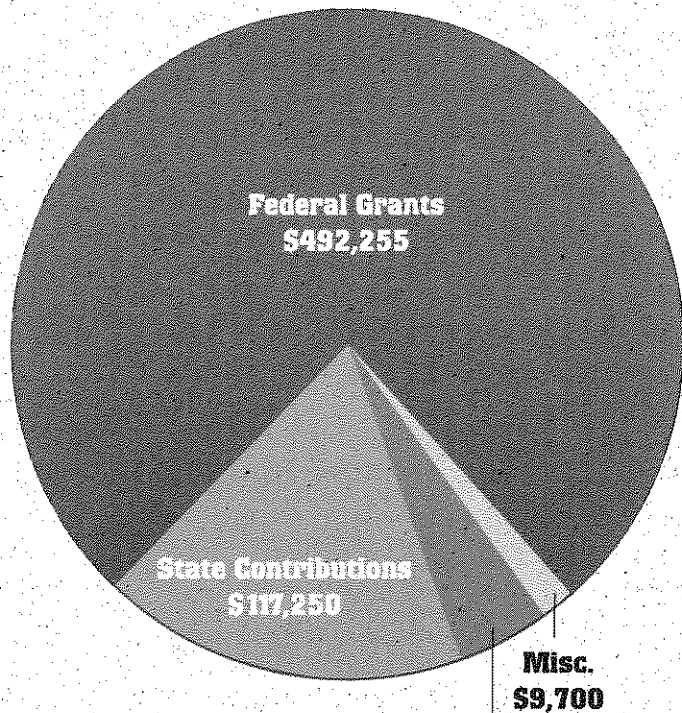
Reports & Analysis 1994 Highlights:

- Compiled the report *Pollution Prevention Successes: A Compendium of Case Studies from the Northeast States*. It documents success stories of companies implementing pollution prevention projects from state and local P2 programs.
- Developed the report *Solid Waste Flow in the NEWMOA States*, based on a survey of NEWMOA states on exported and imported waste quantities and on ideal and fallback program positions.
- Initiated development of a guide to financing pollution prevention projects for small and medium-sized manufacturers in New England. To be completed in Summer 1995.
- Produced the report *Managing Problem Materials Generated by Discarded Appliances and Vehicles*. (See page 5.)
- Developed the report *Measuring Solid Waste in the NEWMOA States*, which includes findings and recommendations, definitions for 15 solid waste terms from EPA and NEWMOA states' sources, and copies of the NEWMOA states' mandatory reporting forms.
- Initiated development of a report on the NEWMOA states' rankings and management preferences for sixteen solid waste streams, using the ASTSWMO survey report. The survey asked states to rank sixteen waste streams and to select from seven approaches for management of those waste streams. NEWMOA will use the survey results to focus future activities in developing improved management approaches for the identified priority wastes.
- Developed a report on ash management based on NEWMOA states' input. The report addresses the NEWMOA states' ash testing, disposal, quantities, movement, and future and current standards.
- Initiated a report describing the NEWMOA states' efforts and experiences with volume source reduction programs. The Solid Waste Program developed and distributed a project description, outlines for the state survey, and conducted a project kick-off conference call with state and EPA participants.

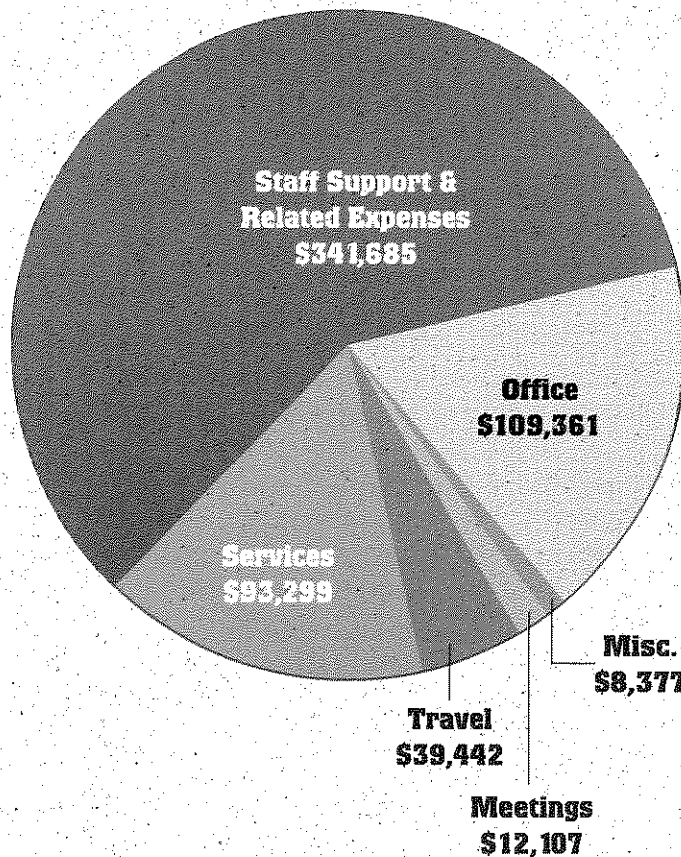
NEWMOA Financials

Fiscal Year October 1, 1993 to September 30, 1994.

Revenue



Expenditures



Networking the States

WE ARE LIVING IN AN INFORMATION AGE. TODAY, ACCESS TO CURRENT INFORMATION is key to the successful operation of any business or agency. This is especially true for government agencies involved in protecting the environment. Information sharing through NEWMOA takes many forms: meetings, newsletter, clearinghouse, conference calls, directories, special mailings, and, increasingly, computer systems. Assisting states with collecting information is a major focus for the organization.

State environmental agencies need both regulatory and technical information to stay current with the latest methods of protecting the environment. States need to understand both federal regulatory developments and the regulations in place in neighboring states. These agencies also need to be aware of technical options available to industry to meet those regulations so that they understand how companies can apply the best and most effective technologies. NEWMOA helps its states with collecting both of these types of information, as illustrated below.

NEWMOA states share information on a regular basis through meetings and a newsletter. For example, Northeast state and local pollution prevention programs have been collaborating for over five years through the Northeast States Pollution Prevention Roundtable. The NE Roundtable meets on a quarterly basis to share information and discuss issues of concern to the states. Frequently these meetings feature a speaker on a technical topic of interest to its states. For example, at one of the NE Roundtable meetings in 1994, an engineer from the Rhode Island Department of Environmental Management presented research on pollution prevention opportunities in nickel plating operations.

As part of its Roundtable activities, NEWMOA published four issues of a free newsletter, *Northeast States Pollution Prevention News*, in 1994, covering EPA New England and Region II and 24 state and local pollution prevention programs in the Northeast. It is the only newsletter to report regularly on state and local pollution prevention activities in the Northeast. It is sent to over 1,000 EPA, state, local, and industry staff, consultants, and environmental groups.

TECHNICAL CLEARINGHOUSE AND CONFERENCE CALLS In addition to quarterly meetings, NEWMOA manages a clearinghouse of technical information on pollution prevention. When state program staff call with an information request, NEWMOA staff use the clearinghouse to obtain resources for their research. For example, one state was interested in finding out information on pollution prevention options for leather tanning manufacturing. NEWMOA staff provided documents that other states had published on the topic and a list of contacts to call for further information, enabling the state's pollution prevention staff to address those environmental problems quickly.

NEWMOA also facilitates direct exchanges of information between the states, so that association staff do not have to broker every individual request. To facilitate this exchange, in 1994 NEWMOA published a directory of state pollution prevention programs, *The Northeast Pollution Prevention Roundtable: Directory of Participating Programs*, for the first time. This directory lists hundreds of contacts in the Northeast states, with job titles and a list of each program's areas of expertise.



DICK PRATT



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The Northeast States Pollution Prevention Roundtable was and continues to be a valuable resource for the NH DES Pollution Prevention Program. Interaction with the Roundtable and its members in the early stages of New Hampshire's program clearly helped to shorten the learning curve.

—Vincent R. Perelli
 NH POLLUTION PREVENTION
 PROGRAM MANAGER



NEWMOA's Solid Waste Program shares information through monthly interstate conference calls. These calls involve at least one representative from the solid waste programs in each of the NEWMOA states and EPA-New England and Region II. States identify issues and topics for further research and information sharing, and NEWMOA's solid waste staff responds to these requests. For example, the state solid waste programs in the Northeast have been developing composting programs and were interested in sharing studies and regulations of composting facilities. NEWMOA's Solid Waste Program assisted in these efforts by providing copies of a study from New York state on

the health effects of composting facilities and Vermont's new regulations on composting.

Frequently, NEWMOA's board of directors requests the staff collect and disseminate information on a specific topic. Through their many contacts and in-house resources, NEWMOA's staff are able to address these requests: In 1994, the staff prepared a number of special mailings, particularly on EPA's rulemakings and management options for certain types of wastes.

NEWMOA is developing ways for states to share information electronically. In 1994 NEWMOA collected databases of pollution prevention documents from four state programs and combined these with NEWMOA's clearinghouse to form a regional database. The database was disseminated to the states, where it is used to identify resources outside of their own clearinghouse. This enables states to directly help each other with research on pollution prevention technologies. NEWMOA is also exploring other ways to use computer systems to help facilitate information sharing among the states.

UNIVERSITY INFORMATION EXCHANGES NEWMOA has been facilitating information exchanges among universities and state agencies during the past two years. This effort culminated in the formation of the Pollution Prevention Consortium of New England Universities (P2 Consortium), which NEWMOA has been managing since 1993.

New England universities are among the nation's leaders in developing educational programs and research projects on pollution prevention. Due to the diversity of university-based pollution prevention activities in the region, the idea of creating a forum to encourage information sharing among the universities and states took hold. The eleven member universities include the University of Connecticut, University of Maine, Massachusetts Institute of Technology, Merrimack College, Tufts University, University of Massachusetts at Lowell, Dartmouth College, University of New Hampshire, Brown University, University of Rhode Island, and the University of Vermont.

In 1994 the P2 Consortium initiated a number of information sharing projects, including a directory of the university programs and an electronic mail (e-mail) system on the Internet. The directory provides a brief snapshot of the types of pollution prevention research and educational efforts underway at P2 Consortium universities and colleges. The e-mail system

provides a way for the faculty to share information directly. The group also meets on a quarterly basis to share information and develop a long-term strategy.

LOOKING TO THE FUTURE NEWMOA has found that there are many effective ways to share information. Each program has developed methods that satisfy its particular needs. In the future, we will continue to seek even more effective ways of sharing information among our member states, as the pace at which regulatory and technological advances accelerate.

Information Sharing 1994 Highlights:

- Hired and managed an intern to coordinate P2 Consortium activities and published a directory of the P2 Consortium member programs. (See page 8.)
- Managed the formation of the Pollution Prevention Consortium of New England Universities, composed of eleven institutions with pollution prevention research or education programs. (See page 8.)
- Conducted an interstate meeting to share scrap tire management information (see page 15) and gave an informational presentation on the NEWMOA model approach for scrap time management to the first National Environmental Enforcement Conference.
- Conducted monthly Solid Waste Workgroup conference calls. (See page 8.)
- Participated in conference calls and attended meetings conducted by the hazardous waste program relating to EPA's hazardous waste rulemaking efforts and to the reauthorization of CERCLA.
- Initiated and responded to numerous requests for information on solid waste programs.
- Published four issues of *Northeast States P2 News*. (See page 7.)
- Organized a one-day and three two-day meetings and workshops of the Northeast States P2 Roundtable for state and local pollution prevention program staff to provide technical and policy training. Topics included EPA's Stratospheric Ozone Protection Programs, pollution prevention in the mass finishing industry, reducing tubing and vibratory wastes, and alternatives to cyanide in plating operations. (See page 7.)
- Released the following documents on pollution prevention subjects: *Guide to State P2 Technical Assistance Programs in the Northeast*, which provides extensive descriptions of state and local P2 assistance program in the NE; *Northeast States Pollution Prevention Roundtable: Directory of Participating Programs*, which provides an address and phone directory of local, state, and EPA P2 staff in the region. (See page 8.)
- Organized three meetings of the Clearinghouse Network Committee to develop a regional database of pollution prevention documents that combines five databases from NEWMOA and state P2 programs. (See page 8.)
- Organized "Changing the Course of Production: A Student Faculty Conference on Pollution Prevention in Manufacturing and Services," held on October 22-23, 1994 at MIT for the P2 Consortium. During fiscal year 1994, the group developed the agenda, recruited speakers, mailed a conference announcement and registration package to a list of over 500 university contacts, and developed conference materials.
- Managed a P2 information clearinghouse and responded to numerous requests for information and contacts.
- Participated in meetings with EPA-New England and Region II staff to discuss P2 issues and share information.
- Made presentations at the following conferences and workshops: NH Statewide P2 conference in March 1994; Environmental Careers Organization Workshop in April 1994; EPA Region II in May 1994; NESCAUM mercury conference in May 1994; and NY statewide P2 conference in June 1994.

Shaping the Future

IN THIS TIME OF DOWNSIZING, STREAMLINING, AND REINVENTING GOVERNMENT, questioning the role of government has become the norm. Nowhere is this phenomenon more evident than in the field of environmental protection. EPA and its programs have become a focal point of what promises to be a long and difficult debate about such fundamental issues as the appropriate roles of government and the private sector. NEWMOA's member state waste program directors are concerned with these issues at both

the state and national levels. The changes that are already in progress will have a profound impact on the shape of our state-federal environmental protection efforts. Therefore, not surprisingly, state waste program directors in the New England states, New York, and New Jersey turn to NEWMOA as a forum for learning about what's happening in Washington, D.C., developing consensus positions, and sharing ideas to improve the nation's environmental programs.

The opinions of state program managers concerning what works and does not work have become increasingly valuable as the federal government delegates more responsibility for environmental protection efforts to the states. Legislative staffers and EPA rule writers are naturally interested in hearing what the state waste programs think about their proposals, since the state staff will most likely implement them if they are adopted.

According to Frank Ciavattieri, Acting Waste Division Director for EPA-New England: "NEWMOA acts as a catalyst to facilitate the exchange of policy ideas and technical information between the states and between the states and EPA. From my perspective, the input that our EPA Region receives from our states on such issues as improving our Superfund program operations is significantly improved because of NEWMOA's consensus development process. Recommendations have been debated and thought through by state program staff and management by the time we get them. When you think about it, this is a quite different

and, I think, better process than EPA receiving input from individual states and drawing its own conclusions about how the pieces should fit together."

Updates and discussions about federal legislation and rulemaking are an important part of every quarterly NEWMOA Directors' meeting. Every year at the Annual Directors' meeting, participation in the legislative and rulemaking processes is selected as one of NEWMOA's highest priorities for the coming year. Dick Barlow, Chief of the Connecticut Bureau of Waste Management, commented: "Without NEWMOA our program would have to spend three times more staff resources to be involved in these legislative and rulemaking issues. There's so much going on that we just don't have the staff to keep up with proposed changes. Participation in NEWMOA provides us with the opportunity to hear from other states, EPA, and NEWMOA staff about what's going on in Washington and in the Region; to discuss and determine our states' policy and then pool our resources to develop a consensus position on the most important issues. We simply couldn't do this as efficiently or effectively on our own. In addition, when Connecticut's legislative delegation needed information on interstate solid waste flow and flow control practices, I was able to quickly develop this information with the help of NEWMOA staff and our peers in the Northeast states. Also, it didn't hurt to have several other state directors, who shared the same views, with me when we were invited to brief our state's delegation and the Environmental Committee Staff on waste issues. And you could tell that the staffers really appreciated hearing from us and having the information we were able to provide."



CHRIS AYRES

A REGIONAL PERSPECTIVE During 1994, NEWMOA staff and workgroups of member state staff worked on Superfund reauthorization, the Hazardous Materials Transportation Uniform Safety Act, and flow control legislation. They also collaborated on reviewing and commenting about EPA's proposed rulemaking on a number of important hazardous waste issues. Much of this work was passed along to the national group, the Association of State and Territorial Solid Waste Management Officials (ASTSWMO). Their task forces are made up of state staff from across the country, working with EPA staff and other stakeholders to develop new approaches for regulating hazardous wastes. Members of NEWMOA workgroups and staff also participated in the ASTSWMO task forces.

Tom Epstein, from the Rhode Island Hazardous Waste program, who served on both groups, commented on the dynamics of bringing a cohesive regional view to the ASTSWMO discussions: "I'm still amazed at how readily our NEWMOA states seem to reach consensus on regulatory policy issues. States in other parts of the country may agree on technical matters, but they don't focus on policy issues the way we do. When they hear that eight NEWMOA states agree on the importance of an issue, we have their attention. We've helped the regulatory development process because our states have clear agendas concerning what's important to them, before participating in ASTSWMO's task force. Because of our shared vision and forward thinking, we've had far more impact than we would have had participating as individual states."

Al Prysunka, Director of the Maine Hazardous Materials and Solid Waste Control Bureau, added: "Besides, Maine and other small program states really can't afford to send people to Washington and other places across the country to participate in these meetings, even if ASTSWMO pays our expenses. We can afford to send someone to Boston or Sturbridge for a day; especially if they're going to learn what's going on in the other states and at EPA, in addition to making sure that Maine's views are included in NEWMOA's positions."

STATE-FEDERAL ROLES: "AN UNDERLYING THEME" In 1992 NEWMOA conducted a number of meetings to consider the changes that member states would like to see incorporated in a reauthorized Resource Conservation and Recovery Act (RCRA). While in 1994 RCRA was not reauthorized, the themes that emerged from that process have endured as a foundation for NEWMOA's positions on a range of federal program policy issues, from Superfund reauthorization and program improvements to streamlining the RCRA hazardous waste requirements. NEWMOA's theme is simply that EPA and the states should concentrate on what they each do best. According to Pat Stanton, Assistant Commissioner for the Massachusetts Bureau of Waste Prevention, who was NEWMOA Chair in 1992: "EPA should concentrate its efforts on environmental policy and technical leadership, developing quality science to support environmental standards that should be adopted nationally to avoid duplication of effort. The states should be considered the implementers of environmental programs and the contacts with the regulated community. EPA should provide states with quality training, technical assistance, and should have the authority to audit the results of state programs and step in if states are not achieving acceptable results. States and EPA should work to develop meaningful measures of progress to improve state program accountability through public awareness. However, states should also be given the flexibility to determine how to achieve the needed results."

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Because of our shared vision and forward thinking, we've had far more impact than we would have had participating as individual states.

—Tom Epstein
RHODE ISLAND HAZARDOUS
WASTE PROGRAM

Legislation & Regulation 1994 Highlights:

- Developed a consensus position, sent a letter to congressional contacts, and met with congressional staff regarding CERCLA reauthorization.
- Participated in EPA and ASTSWMO efforts on the proposed revisions to hazardous waste rules pertaining to the definition of waste programs, and regulatory programs to encourage recycling.
- Revised a waste site cleanup work-group report on the assessment and remediation of municipal solid waste (MSW) landfills under CERCLA to include descriptions of MSW landfill problems in the NEWMOA states, an estimate of the number of MSW landfills in the NEWMOA states and nationally that may require CERCLA type assessment and remediation, and an estimated range of costs for assessment and remediation based on the experiences of the NEWMOA states.
- Provided state program views to congressional staff on: the Underground Storage Tank Program as a model for state/federal roles and responsibilities under CERCLA; procedural rules for public participation; language for the listing of hazardous waste sites; generic remedies; and information about the environmental damage that could occur if the failure to reauthorize CERCLA should lead to a hiatus in the flow of cleanup funds.
- Briefed the Highway Administration staff on NEWMOA's continuing concerns about the Alliance for Uniform Hazardous Materials Transportation Procedures' recommendations to the Secretary of Transportation on the reciprocity of state hazardous waste transporter permits proposed in their Model State Program. NEWMOA staff also explained member states' concerns about the possible preemption of state regulations governing transportation related hazardous waste storage and transfer facilities to the ASTSWMO Task Force and EPA staff.



- Developed consensus positions on the waste site cleanup program improvements that EPA-New England should undertake. EPA-New England adopted a number of the changes and also passed recommendations along to EPA Headquarters, where they have been incorporated into proposed national Superfund improvements. Examples of changes that were accepted include: encouraging the beneficial reuse of contaminated sites by de-listing them from CERCLIS; providing prospective developers with purchaser agreements and status letters; eliminating state-federal program duplication; settling early with small parties; considering risk/future use in remedy selection; and encouraging the use of innovative site assessment and remediation technology.
- Participated in ASTSWMO's three-day Annual Superfund Meeting and represented NEWMOA's views on program improvements with ASTSWMO's Task Force members and EPA officials.
- Organized and chaired a session on CERCLA reauthorization and environmental justice issues and made a presentation at the 1994 New England Environmental Expo.
- Sent a letter to Congressional contacts regarding implementation of the scrap tire provisions of the Intermodal Surface Transportation Efficiency Act and worked with Northeast Recycling Council staff as they attempted a similar effort.
- Tracked federal legislation on solid waste flow control issues, developed and distributed a written listing of some of the main options under discussion, and obtained bills and information from ASTSWMO's Flow Control Task Force and other sources and distributed them to the NEWMOA solid waste directors.
- Surveyed the solid waste directors for their concerns on the implications of the Supreme Court's ash decision to provide to EPA-New England staff who attended an EPA Headquarters "stakeholders" meeting on the issue. The Solid Waste Program coordinated with EPA and ASTSWMO on developments and materials relevant to the future of ash management, and distributed materials to the solid waste directors as appropriate.
- Formed a Pollution Prevention Legislation Committee to share P2 policy information and develop NEWMOA positions on P2 issues. The Committee held a conference call and meeting and has identified P2 measurement and program funding as priority areas for activities in the foreseeable future.

Environment and Economics

UNTIL RECENTLY MOST PEOPLE BELIEVED THAT ECONOMIC PROSPERITY AND ENVIRONMENTAL PROTECTION mixed like oil and water. But now many companies are beginning to understand that preventing environmental contamination is essential to remaining competitive. Firms on the cutting edge of business strategy realize that becoming more efficient in their use of raw materials and reducing reliance on toxic chemicals makes good business sense.

These companies have begun to incorporate pollution prevention approaches into their strategic planning, capital investment priorities, and process design decisions. As part of their efforts, firms must analyze the quantitative and qualitative impacts of investing in prevention techniques and equipment. NEWMOA has found, however, that few companies understand how to undertake a comprehensive financial analysis of their environmental expenditures to fully identify all of the impacts on business operations.

To help companies understand these issues, NEWMOA developed a training program on methods of assessing the financial impact of investments in pollution prevention projects. This effort culminated in this year's publication of *Improving Your Competitive Position: Strategic and Financial Assessment of Pollution Prevention Investments, A Training Manual*. The curriculum is designed to familiarize environmental and operational staff in companies with the procedures and tools for evaluating the financial aspects of a pollution prevention project. Presently, NEWMOA is using this material to train a wide variety of audiences in techniques for analyzing the financial return on pollution prevention investments. Participants in the training have given it rave reviews!

ANATOMY OF A TRAINING PROGRAM NEWMOA's financial assessment training program was originally sponsored by a grant from the Northeast Hazardous Substance Research Center (NHSRC) in 1990. The focus of this first training program was to teach the staff in various state and local environmental assistance programs how companies make decisions to invest in new equipment. Throughout, NEWMOA collaborated with the staff of the Massachusetts Office of Technical Assistance.

To develop this training workshop, NEWMOA undertook several studies and a series of case reports on small and medium-sized companies that were investing in pollution prevention. These cases analyzed all of the financial impacts of these investments to provide the firms with a comprehensive assessment. NEWMOA staff also convened an advisory committee to assist with developing the workshop curriculum.

Using the information from the methods report, the case studies, the advisory committee and other available material, NEWMOA developed and piloted a workshop on financial assessment techniques in 1991 and published the report, *Costing and Financial Analysis of Pollution Prevention Projects*. Once the word got out about this report and the workshop, demand for the training started to grow. NEWMOA staff began to conduct sessions for state and local assistance programs throughout Northeast.

Based on this success and suggestions from the state pollution prevention assistance programs, NEWMOA staff decided to develop and conduct financial assessment workshops for a small business audience. In 1993 we obtained a second grant from NHSRC to modify the original workshop materials for small businesses.

NEWMOA convened another advisory committee of small business managers, consultants, and business assistance providers to assist with developing this workshop in 1994. The committee met and reviewed sections of draft training materials and provided comments and suggestions that greatly improved the final product. This effort resulted in the *Improving Your*

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The financial analysis training provided a hands-on learning experience that was based on case studies, which were effective in demonstrating financial principles. I currently use the techniques that I learned in the workshop in my visits to companies. I can talk to them about ways to analyze the costs of their processes, which may enlighten them about hidden savings in implementing pollution prevention.”

—Deborah Milecofsky
NEW JERSEY DEPARTMENT OF
ENVIRONMENTAL PROTECTION

Competitive Position Training Manual. NEWMOA staff piloted parts of this curriculum at a conference in Connecticut in 1994, and used the Manual to conduct seven other workshops in the region. NEWMOA received funding to conduct the training in 1995 in the West Coast, Rocky Mountains, and southeast regions of the country.

NEWMOA will publish an *Instructors Guide* to complement the *Training Manual* in 1995. The Guide is designed for instructors of workshops on financial assessment of pollution prevention and provides activities, cases, overheads, and other materials for them to use in workshops.

Training 1994 Highlights:

- Hosted 184 state and EPA participants at NEWMOA's Annual States/EPA Training and Technology Transfer Meeting. Approximately 100 people moderated or spoke at one or more of the 22 sessions on a wide range of hazardous waste, solid-waste, waste site cleanup, and pollution prevention topics. (See page 3.)
- Focused on developing pollution prevention training for permit writers and held a number of conference calls to plan the workshop. The group conducted a survey of 73 state and EPA permit writers, analyzed the results for each media program and for all respondents, and circulated them to the states. The purpose of the survey was to provide an understanding of the level of knowledge and interest among state and federal permit writers in P2 issues.
- Collaborated with the MA DEP, MA TURI, EPA-New England and Tufts University Center for Environmental Management to develop and conduct a first of its kind three-day workshop at Tufts called "The Skillful Change Agent: Promoting P2 in Public Agencies." The workshop was held in September 1994 and involved approximately 14 participants from state agencies.
- Held a workshop for approximately 35 state and local P2 program staff in February, covering P2 options for screen and lithographic printing operations. The speakers represented trade associations and companies involved in the industry.
- Held eight workshops on financial analysis of P2 projects in Hartford, CT; Buffalo, NY; New York City; Durham, NH; Burlington, VT; and for EPA-New England and EPA Region II. Over 200 people participated.
- Sponsored two workshops on P2 in metal coatings operations in Puerto Rico in February and Buffalo, NY in March. Workshop participants were representatives of small- and medium-sized companies with metal coatings operations. Approximately 25 companies were represented at the Buffalo workshop and 40 companies at the Puerto Rico workshop.
- Sponsored workshops on P2 in vehicle maintenance facilities in Vermont, New Hampshire, and Maine. The workshops were organized by the state P2 technical assistance programs and funded under a grant to NEWMOA from EPA-New England. New Hampshire held a series of workshops around the state and conducted a follow-up mailing of a poster to all vehicle maintenance facilities in the state under the NEWMOA funding.
- NEWMOA released a training manual, *Improving Your Competitive Position: Strategic and Financial Assessment of Pollution Prevention Projects* in August 1994. (See page 13.)
- Sponsored a workshop for hazardous waste generators in NH on pollution prevention. Coordinated with the NH DES Pollution Prevention Program as a follow-up to a NH DES and NEWMOA study of NH hazardous waste generators. Approximately 70 companies were invited to the workshop; approximately 25 companies were represented with 40 participants.
- Organized the 1994 Toxics Release Inventory (TRI) Data Use Conference with the theme, "Building TRI and Pollution Prevention Partnerships." During 1994, NEWMOA hired conference staff and a contractor to assist with the conference agenda and logistics. Most of the conference agenda and speakers were set by the end of the fiscal year, and initial announcements were mailed to approximately 11,000 people. The conference, the first national event organized by NEWMOA, took place December 5-8 in Boston.
- Facilitated sessions at EPA-New England workshops on P2 for inspectors and on general P2 awareness for all Regional staff. These sessions focused on P2 activities and accomplishments of the state P2 programs.

Multi-State Cooperation

THOUGH THE NEWMOA STATES TAKE UP A RELATIVELY SMALL GEOGRAPHICAL area, their combined population is 39 million people. Our region shares not only water, and air resources but also a variety of other interests. For example, economists speak of us as an economic region—"the industrial northeast." Fortunately, our member states also have a long tradition of working together. In fact, cooperation on water pollution control issues through the New England Interstate Water Pollution Control Commission (NEIWPCC) began over 40 years ago and the Northeast States for Coordinated of Air Use Management (NESCAUM) began its multi-state work on air pollution issues nearly 30 years ago. And, more recently, NEWMOA, has made its contribution to multi-state strategies on waste and pollution prevention. Our member state directors continue to work on cooperative efforts that will provide more effective and efficient protection in the years ahead.

As hoped, our states' cooperation on scrap tires served as a successful pilot for future multi-state efforts on specific waste management issues. Examples of multi-state strategies that are being developed or considered for development include: improved management of batteries and fluorescent lamps, streamlining environmental reporting requirements, and developing regional criteria for the approval of innovative waste site assessment and remediation technologies. Multi-state cooperation on these issues will become increasingly important as our states' work to streamline regulation and minimize the cost of environmental protection.

COORDINATING SCRAP TIRE MANAGEMENT In the NEWMOA states, approximately 39 million scrap tires are generated annually and about 88 million scrap tires are already deposited in stockpiles. Our earlier work in this area resulted in two reports that included model legislation and regulatory proposals. It was clear that if only a few of the NEWMOA states had aggressive programs to combat the illegal dumping of scrap tires, it could result in increased dumping in neighboring states. So, in 1993, all eight of the NEWMOA environmental commissioners signed a memorandum of understanding making a commitment to improved management of scrap tires.

In May 1994, NEWMOA conducted a cross-program meeting on scrap tires that was attended by about 50 NEWMOA state staff and speakers from solid waste, hazardous waste, enforcement, recycling, transportation, fire prevention, and economic development programs. The purpose of the meeting was to facilitate a multi-pronged approach to scrap tire management. Participants had an opportunity to exchange information, determine problems, address solutions, and identify appropriate staff contacts across the programs. NEWMOA provided participants with presentation summaries, NEWMOA reports, and the Commissioners' memorandum on scrap tire management. As a follow-up to the meeting, NEWMOA sent a comprehensive meeting summary to participants and NEWMOA solid and hazardous waste directors. As a result of this networking, NEWMOA also developed implementation materials to assist states with scrap tire management and created an information clearinghouse on this topic for its member states and others.

OUR APPROACH REALLY WORKS! This coordinated, regional approach to an environmental issue resulted in each of the members states benefiting in ways that would have been impossible had each state tried to implement its own strategy in isolation. The NEWMOA member states have been implementing various aspects of the scrap tire strategy and remain in contact with the organization about new developments.

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I really appreciated the cross-program meeting on scrap tires. It provided me with an excellent opportunity to meet my counterparts from other states, learn about other states' experiences and most importantly, see the big picture regarding aspects of scrap tire management that are addressed by other state programs. This meeting provided me with contacts and information that I know will be useful as we address the scrap tire problem in our state.

—Terry McGovern
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