



2018-2022 Strategic Plan

Leading the Northeast to a Sustainable, Waste-Free Future

**As Approved by the NEWMOA Board of Directors
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Executive Summary

Leading the Northeast to a Sustainable, Waste-Free Future

NEWMOA is a non-profit, non-partisan, interstate association whose membership is composed of the state environment agency programs that address pollution prevention, toxics use reduction, sustainability, materials management, hazardous waste, solid waste, emergency response, waste site cleanup, underground storage tanks, and related environmental challenges in Connecticut, Maine, Massachusetts, New Hampshire, New Jersey, New York, Rhode Island, and Vermont.

Mission

NEWMOA provides a strategic forum for effectively solving environmental problems through collaborative regional initiatives that advance pollution prevention and sustainability, promote safer alternatives to toxic materials in products, identify and assess emerging contaminants, facilitate adaptation to climate change, mitigate greenhouse gas sources, promote reuse and recycling of wastes and diversion of organics; support proper management of hazardous and solid wastes, and facilitate clean-up of contaminant releases to the environment.

Goals

NEWMOA's long term goals are to:

- Support and strengthen state efforts to implement policies, regulations, and programs
- Promote interstate coordination and develop innovative strategies to solve critical and emerging environmental problems
- Develop and enhance the capabilities and knowledge of state officials so that they are well trained, able to adjust to rapid changes in technology, and respond effectively to emerging environmental challenges
- Articulate state program views on federal policy developments, programs, and rulemakings
- Cultivate and enhance relationships among member states, federal agencies, colleges and universities, and stakeholders
- Engage with and educate the regulated community and the public

Challenges

NEWMOA's 2018-2022 priorities are:

- Identifying and Assessing Emerging Contaminants
- Anticipating and Mitigating the Impacts of Climate Change
- Building the Technical Capacity of and Ensuring Adequate Resources for Programs

Core Programs

- Pollution Prevention and Sustainability
- Hazardous Waste
- Solid Waste and Sustainable Materials Management
- Waste Site Cleanup
- Interstate Mercury Education and Reduction Clearinghouse (IMERC)
- Interstate Chemicals Clearinghouse (IC2)
- Cross Program Initiatives

NEWMOA's Vision

Leading the Northeast to a Sustainable, Waste-Free Future

NEWMOA aspires to a safe, healthy environment and an improved quality of life in the northeast United States where:

- Preventing pollution is the preferred approach to environmental protection
- Materials, products, and wastes are managed throughout their life cycles to minimize greenhouse gas emissions
- Products and wastes contain only materials and chemicals that are safe for humans and the environment
- Minimal amounts of waste are generated
- Hazardous and solid wastes that are generated are safely reused, recycled, or otherwise utilized, to the maximum extent possible
- Hazardous and solid wastes that cannot be recycled or diverted to new uses are safely managed, treated, or disposed of
- Waste generators and management facilities are knowledgeable about compliance requirements
- The number of sites that are newly contaminated by oil and hazardous materials is minimized and the remaining contaminated sites are properly and safely cleaned up and redeveloped, where possible

The Association supports interstate relationships where:

- State program managers and staff actively partner to solve problems and implement effective local and regional strategies
- Collaboration and engagement in professional relationships is supported
- Members share information, tools, and resources to become more effective and efficient
- State staff are well trained and able to adjust to rapid changes in technology and to respond to emerging environmental challenges
- State programs share and use data and information to drive priorities, monitor progress, and inform partners and the public
- Members and staff are valued and recognized for their contributions
- The Association is sustained and adequately funded so it can pursue its goals and program objectives

NEWMOA'S 2018-2022 Strategic Plan

Leading the Northeast to a Sustainable, Waste-Free Future

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- Engage with and educate the regulated community and the public



NEWMOA strongly supports the federal waste management hierarchy that places source reduction, also called pollution prevention, and reuse as the most preferred strategies followed by reuse, recycling, and organics diversion to composting or anaerobic digestion as the next preferred options. The programs and activities outlined in this Plan reflect this hierarchy.

Organizational Structure

NEWMOA's Board of Directors consists of the Directors of the member state pollution prevention (P2), toxics use reduction, materials management, solid waste, hazardous waste, emergency response, waste site cleanup, and underground storage tank programs (www.newmoa.org/about/board.cfm). This group establishes the Association's budget, priorities, policies, and programs and supports its fundraising activities. An organizational diagram is available at www.newmoa.org/about/newmoaorganizationaldiagram_files/png_1.htm. A description of NEWMOA's values and organizational culture is available in Appendix A.

Program Areas

- Pollution Prevention & Sustainability
- Hazardous Waste
- Solid waste & Sustainable Materials Management
- Waste Site Cleanup
- Interstate Mercury Education & Reduction Clearinghouse (IMERC)
- Interstate Chemicals Clearinghouse (IC2)
- Cross Program Initiatives: when the need arises for collaboration among its Program Areas, NEWMOA establish a Cross Program Initiative

NEWMOA's projects are overseen by Program Area Steering Committees, who are responsible for:

- Developing strategic plans and annual work plans
- Overseeing projects and activities
- Sharing information on state and federal efforts
- Developing ideas and strategies to address emerging issues
- Forming and steering working groups
- Preparing comments on federal regulations, policies, and initiatives

The Steering Committees have Chairs who provide a liaison with the Board. Descriptions of each Program Area focus and strategies for 2018-2022 are available in Appendix B, and Cross Program Initiatives are outlined in Appendix C.

In June 2017, the Boards of Directors of NEWMOA and the Northeast Recycling Council (NERC) approved a [Joint Strategic Action Plan](http://www.newmoa.org/publications/Joint_NEWMOA-NERC_Strategic_Action_Plan-June_2017.pdf) (www.newmoa.org/publications/Joint_NEWMOA-NERC_Strategic_Action_Plan-June_2017.pdf). The Plan states that "In order to better serve and further their missions, and given the opportunities for action presented by the synergies between NERC and NEWMOA's interests, memberships, and activities, [the] Strategic Action Plan describes joint initiatives proposed for the next five years that seek to enhance the effectiveness of both organizations, as well as provide value to their members." The Plan outlines actions that NEWMOA and NERC will undertake jointly to address five strategic priorities. The Joint Plan complements and supports NEWMOA's Strategic Plan.

Joint NEWMOA – NERC Priorities 2018 - 2022

Food Scraps Reduction, Recovery & Management
Recyclables Collection & Impacts on Manufacturing & End-Users
Product Stewardship
Climate & Impacts on the Recycling & Solid Waste Infrastructure
Construction & Demolition Materials

Challenges 2018-2022

NEWMOA has identified the following challenges as priorities for 2018-2022 because their impacts are experienced region-wide, and they require urgent action.

Identifying & Assessing Emerging Contaminants

Materials and waste streams rapidly change as industries redesign products and incorporate new chemicals. NEWMOA's programs are increasingly faced with new information about the hazards and environmental behavior of widely used chemicals found in products, waste, and the environment. Reliable information about toxic materials in products is frequently limited or unavailable. These conditions make it difficult for state environmental programs to make sound policy decisions and to take timely action. To respond to this situation, the regulators and the waste management and site cleanup industries must be well informed and up-to-date on the latest emerging topics.

In addition, consumers are demanding greater transparency so that they can take steps to limit their risks and exposures. Yet, it is nearly impossible for them to choose safer products since accurate and timely information about the chemical constituents of consumer products and their potential health effects is often not readily available or accessible.

Pollution prevention, waste management, and waste site cleanup programs are increasingly being called upon to react quickly to the challenges outlined above. As a result, they have been forced to respond in real time, even as they themselves are learning about emerging toxic threats. In some cases, regulations and programs were not designed to address the kinds of problems facing environmental agencies today. The traditional structures of government waste prevention and management programs may not be sufficiently flexible to adapt to the new demands being placed upon them by the evolving nature of the materials in commerce and the associated waste streams. This has created the need to find and implement innovative strategies to getting ahead of and solving problems. New, more effective approaches require programs to work in a more integrated fashion within their agencies, crossing silos and jointly mobilizing and collaborating on such issues as air quality, pollution prevention, waste management, drinking water, and water pollution and to develop new strategies for comprehensively protecting public health and the environment.

Anticipating & Mitigating the Impacts of Climate Change

A changing climate challenges the business and waste prevention and management communities in many ways. Waste facilities and state-regulated sites are affected by increasingly extreme weather events and sea level rise (depending on where they are located), forcing them to adapt and become more resilient to avoid severe weather-related accidents and releases to the environment. Businesses will also be challenged by the same conditions and both communities will have to respond to the potentially growing quantities of disaster debris.

The greenhouse gas (GHG) emissions associated with every stage of a product's life (from materials extraction through waste disposal) need to be accounted for and reduced to mitigate the pace of climate change. Measures can be taken by many sectors to reduce GHGs, but sustainable materials management efforts at small and medium-sized businesses can have significant impacts on emissions.

Building the Technical Capacity of & Ensuring Adequate Funding for Programs

Programs addressing pollution prevention, waste management, toxic chemicals, and cleanup implement complicated regulations and address challenging technical issues. Program managers and staff must have specialized and often technical competencies. Due to state and federal budget cuts, all northeast states face serious challenges in the foreseeable future with ensuring that program staffs have the necessary skills and training to carry out their missions.

As long-time staff retire, institutional capacity is lost. Budget restrictions and cuts have limited state environmental agencies' ability to replace staff members who retire or leave, resulting in a smaller workforce expected to fulfill the same or larger workload.

Procuring the necessary resources to carry out the priorities outlined in this strategy is a critical challenge for NEWMOA. The Association's traditional funding sources (i.e., grants from federal agencies and contracts with member states) are shrinking. In recent years, NEWMOA has begun to expand its sources of funding to include grants from private foundations and other sources. Unfortunately, these sources of funding are also declining and what is available is heavily competed and difficult to secure.

2018-2022 Objectives & Strategies

To meet the challenges described above, NEWMOA commits to achieving the objectives and deploying the strategies outlined below over the next five years.

Identifying & Assessing Emerging Contaminants

Objectives

- Public drinking water supplies that are threatened by emerging contaminants are identified and safe drinking water is available
- Scientifically valid information about emerging contaminants, their fate and transport in the environment, and their health effects is collected, evaluated, and shared
- State programs can effectively respond to the discovery of emerging contaminants in the environment and residential drinking water, reduce exposure, and prevent further contamination
- State officials have up-to-date information on chemicals of concern and have identified emerging contaminants for action
- Communities and businesses increasingly use safer alternatives to emerging contaminants, including poly- and perfluoroalkyl substances (PFAS)

Strategies

- Prioritize emerging contaminants for action

- Create education and training opportunities to address emerging contaminants and their impacts
- Monitor and share developments in techniques for treating and removing contaminants from the environment
- Encourage development of safer alternatives and products and provide training opportunities to learn about them
- Monitor EPA’s activities under the Toxic Substances Control Act (TSCA) and ensure that they meet NEWMOA’s needs

Anticipating & Mitigating the Impacts of Climate Change

Objectives

- Communities have increased the resiliency of their waste management facilities through training, planning, and adaptation projects
- Waste management and related infrastructure are protected from a changing climate
- Materials are managed in a manner that minimize greenhouse gas emissions

Strategies

- Evaluate current and future conditions and develop appropriate adaptation plans and strategies
- Collaborate with NERC to implement the Actions related to “Climate Change and Impacts on the Recycling and Solid Waste Infrastructure” as outlined in the Joint Strategic Plan - www.newmoa.org/publications/Joint_NEWMOA-NERC_Strategic_Action_Plan-June_2017.pdf
- Support the updating of state rules and standards to ensure that materials and waste management systems incorporate the necessary measures to address the impacts of climate change
- Assist businesses and communities of all sizes with anticipating and preparing for the impacts of climate change
- Provide and support training and technical assistance to improve the capacity of state and local officials to anticipate and respond to climate change
- Increase waste reduction, reuse, recycling, and organics diversion initiatives for reducing greenhouse gas impacts

Building the Technical Capacity of & Ensuring Adequate Funding for Programs

Objectives

- State program staff are adequately trained and are competent to fulfill their responsibilities
- Programs have adequate resources to fulfill their mandates and execute their programs effectively
- NEWMOA has sufficient funding to successfully implement this Plan

Strategies

- Organize training events designed to improve the capacity of state officials, consultants, and others

- Present information and data on the value of pollution prevention, waste management, toxics, and cleanup programs and educate policy makers and others about the importance of these programs
- Assist EPA and other policy makers in understanding state and regional perspectives, needs, and issues and the importance of funding and supporting them
- Share strategies and approaches for funding state programs
- Develop and pursue diversified funding sources to support NEWMOA

NEWMOA's core strategies under each of its program areas and cross program initiatives are briefly described in Appendices B and C. These sections identify the issues that NEWMOA's programs plan to address in 2018-2022, the ongoing strategies to address them, and performance goals and measures.

Values & Organizational Culture

NEWMOA strives to create and support an organizational culture that reflects its values. The Association:

Supports a Productive & Desirable Work Environment by

- Encouraging and supporting the career development of its employees
- Supporting the health and well-being of its employees
- Demonstrating that it has earned the public's trust and employees' pride
- Striving to be an environmental leader in its operations
- Recognizing exceptional staff performance
- Encouraging staff to pursue educational opportunities
- Employing practices that ensure institutional knowledge transfer for a stable, lasting, and well-integrated organization

Provides an Environmentally Conscious Workplace & Meeting Space by

- Implementing pollution prevention, waste reduction, reuse, recycling, and composting practices in NEWMOA's workplace
- Working with NEWMOA's building management to adopt green approaches
- Selecting meeting spaces that have implemented green practices
- Encouraging staff to continuously learn about and share new environmentally preferable purchasing practices and other green initiatives that can be implemented by the Association and its membership

Facilitates Respectful Engagement by

- Welcoming contributions by all without bias or discrimination
- Encouraging the free exchange of ideas and information
- Empowering all levels of management and staff to contribute
- Creating a clear structure and process for communications
- Treating all staff, members, and stakeholders fairly and with respect

Innovates & Practices Continuous Improvement by

- Seeking new techniques and technologies to increase efficiency and effectiveness
- Learning about how state members and others are improving their administrative and programmatic activities
- Utilizing information technology and social media to improve workflow and communication

Core Program Areas



Pollution Prevention & Sustainability

Problem Statement

The leading edge economic engines in the northeast include high technology, hospitality and tourism, biotechnology and health care, small businesses, institutions, retail operations, and other service industries. There are numerous opportunities for improving the economic competitiveness of firms working in these sectors while decreasing their environmental impact and improving public health.

All of the state environmental agencies in the northeast have developed pollution prevention, sustainability, and environmental assistance programs to help companies, communities, and institutions reduce their environmental footprint, advance sustainability, and save money. To implement successful programs, the managers and staff in these programs must stay informed of changing technologies, innovative approaches, and best practices through information sharing and training. Skill and knowledge development is important for new staff.

Capturing and communicating the environmental benefits of P2 activities is particularly challenging for these programs because of the difficulties quantifying what is prevented, particularly from education and assistance activities. The state programs must work together to improve their ability to demonstrate the effectiveness of their strategies and the value of their projects.

Strategies

NEWMOA helps advance pollution prevention and sustainability through outreach, information sharing, training, data sharing and analysis, and a wide variety of targeted sector and topical projects. Through NEWMOA, state pollution prevention, assistance, and sustainability programs coordinate and develop regional approaches to help businesses, institutions, and communities implement more environmentally sustainable practices and comply with environmental regulations. These initiatives are strategically focused on pressing environmental problems, such as greenhouse gas (GHG) impacts, hazardous materials release and wastes, food manufacturing impacts, and other priorities. Regional P2, sustainability, and environmental assistance strategies include:

- Identifying priority industrial, business, and institutional sectors and creating forums for information sharing on them
- Developing coordinated actions to assist targeted sectors, including the development and deployment of tools to promote and inform the implementation of P2 and sustainable practices and technologies
- Facilitating communication among state P2 and sustainability programs and the EPA to foster collaboration and to accelerate the adoption of more sustainable practices
- Supporting the efforts of state programs to recognize or certify green leaders

- Improving state programs' ability to measure and communicate effectiveness and environmental benefits achieved through their and their clients' efforts through the development of measurement methodologies and information sharing tools
- Exchanging information with programs nationally through the Pollution Prevention Resource Exchange (P2Rx) (www.p2rx.org) and exploring opportunities for leveraging resources and solving problems collaboratively

Performance Goals & Measures

Quantitative:

- 100 new businesses a year apply for recognition or certification using NEWMOA-supported online green business software
- 80 percent or more of the participants in NEWMOA's annual Roundtable meetings rate the sessions as good or excellent, as reported on evaluation forms
- 80 percent of NEWMOA's member states participate in one or more of NEWMOA's P2 events, including meetings, conference calls, or webinars

Qualitative:

- State programs report through annual surveys that NEWMOA's tools, resources, and information sharing forums have improved their ability to execute their P2 and sustainability projects
- Priority sectors are identified through annual surveys and Steering Committee calls
- Reporting of environmental outcomes related to P2 is expanded using the online green business software, as reported by state programs on an annual survey
- Sector workgroup calls and meetings successfully provide forums for exploring and advancing shared states' interests, as reported by state programs on an annual survey
- State programs report through annual surveys on the benefits to their program of using NEWMOA's online green business software platform



Hazardous Waste

Problem statement

The universe of hazardous waste and its generators and managers is diverse and constantly changing. State environmental officials are challenged to keep up with changing topics and emerging issues, while federal and state hazardous waste regulations and policies are complex and constantly evolving. Without adequate training and information sharing for program staff and management, the state programs cannot provide the necessary environmental and health protections they are designed to ensure.

The NEWMOA states need a forum for developing and articulating their views on proposed and developing federal Resource Conservation and Recovery Act (RCRA) policy so that their expertise and experience help inform the ultimate outcome.

Many state hazardous waste program staff have reached or are nearing the age of retirement. This presents a significant loss in knowledge that is necessary to the functioning of an effective hazardous waste compliance and enforcement program. State agencies struggle with how to ensure proper succession and program capability. Training, information sharing and interstate networking are needed to address this challenge.

Strategies

NEWMOA offers training and support services to help state hazardous waste programs develop and maintain high quality professional staff and implement effective programs by:

- Providing a forum for discussion of emerging hazardous waste issues and federal rulemakings and policy developments

Performance Goals & Measures

Quantitative:

- 80 percent or more of the participants in NEWMOA's annual hazardous waste workshops rate the training as good or excellent, as reported on evaluation forms
- 80 percent or more of the participants in NEWMOA's hazardous waste workshops and conference calls / webinars report that they plan to use the information they learned, as reported on an annual survey or evaluation forms
- 80 percent or more of NEWMOA's member states participate in one or more of NEWMOA's hazardous waste training events, including meetings, conference calls, workshops, or webinars

Qualitative:

- Participants in NEWMOA's hazardous waste workshops and conference calls / webinars describe how they will apply the knowledge they gained, on an annual survey
- EPA colleagues report that NEWMOA's letters, meetings, conference calls, or other communications have enhanced their understanding of the perspectives of the states in the region, as reported during discussions
- Emerging hazardous waste issues are identified during Steering Committee conference calls and an annual survey of training and information sharing priorities, as documented in meeting notes

- Developing and holding information-sharing and training events to address state hazardous waste programs' policy and technical needs and offering training for staff
- Facilitating EPA and state understanding of each other's perspectives, needs, and issues and working toward improving the relationships among the programs involved in hazardous waste management regulation and policy
- Providing support for state RCRA program implementation



Solid Waste & Sustainable Materials Management

Problem Statement

Solid waste covers a large universe of discarded materials that are generated by residents, businesses, institutions, and industries. Solid waste and materials diverted from the waste stream are commodities that are managed through regional and national markets.

All of the northeast states oversee the facilities that manage solid waste to ensure that these operations are safely sited, constructed, operated, and closed. Emerging trends in facility oversight include financing long-term maintenance and monitoring of closed facilities, and the facilities' potential vulnerability to the effects of climate change. Member states look to NEWMOA to provide a regional forum in which state agency staff performing facility oversight can share information, obtain training, gain an understanding of emerging trends, learn about new waste management technologies, and identify methods for improving program efficiencies and effectiveness.

Northeast states are also actively engaged in encouraging diversion of discarded materials from the waste stream, to capture their remaining value through reuse, recycling, composting, and energy production, and to reduce the amount of waste requiring disposal. States have adopted a variety of methods to incentivize "waste reduction" (e.g., extended producer responsibility, pay-as-you-throw, and single stream recycling), working toward a long-term vision for a "circular economy" or a "zero waste society."

Specific types of materials comprising large components of the waste stream currently present challenges for increasing diversion:

- Discarded materials from building construction and demolition projects have relatively untapped potential for re-use and recycling, tempered by the need for special management of contaminants (e.g., toxics such as lead and asbestos). Increasingly intense storms resulting from our rapidly changing climate suddenly produce significant amounts of hazardous building debris, which must be rapidly collected and managed and can challenge the infrastructure that manages this waste stream.
- The recycling transition from dual stream to single stream has increased the amount of material being recycled but has also brought increased contamination as generators mix materials in single containers. Contamination limits the ways in which this material can be reused, reduces the prices that recycled materials obtain from the industries that will re-purpose them, and reduces income from recyclables for recycling facilities and municipalities.
- Packaging and paper waste are changing as manufacturers use lighter composite materials that are not easily recyclable, and less high-quality paper is generated as businesses shift to electronic data management and transactions.
- Organic wastes (e.g., yard waste, food waste, and wood waste) contribute appreciably to the generation of methane gas (a potent GHG) at landfills, but have considerable potential for conversion to energy through anaerobic digestion (AD) and for creation of soil

amendments through composting. Food waste presents unique management challenges (e.g., avoiding the creation of nuisances and public health issues), but this waste can be donated to organizations devoted to alleviating hunger, composted, or converted to energy through AD. Northeast states are developing new permit requirements for facilities handling diverted organic waste, and are working with local governments, waste haulers, and other partners to develop a robust infrastructure for managing diverted organic material, ensuring that it is safely collected, stored, and transported.

- Effective planning for solid waste management requires the collection of data and analysis to monitor trends in waste diversion, disposal, and interstate flow in the region.

Increasing diversion has important co-benefits for reducing GHG emissions. Each stage of a product's life – from raw materials extraction to manufacturing, transportation, use, and “end-of-life” management - consumes fossil fuels and results in roughly 35–46 percent of U.S. GHG emissions. Extending the life of materials diverted from the waste stream by reuse and recycling reduces GHG emissions at each life-cycle stage, and can play an important role in mitigating climate change.

Strategies

Northeast states are pursuing strategies to promote waste reduction and increase reuse, organics diversion, and recycling. These efforts benefit from the opportunities that NEWMOA provides for regional information sharing, networking, and development of new metrics and analysis that supports implementation. NEWMOA helps states through training, information sharing, program coordination, and data analysis, including:

- Supporting state programs to advance “sustainable materials management (SMM)”, “zero waste”, and “beyond waste” approaches by training state and local officials, identifying successful models for increasing diversion, aiding regional and local programs, supporting professional networks, and sharing experiences of successful programs within and outside of the region
- Collaborate with NERC to implement the sustainable materials management actions outlined in the [Joint Strategic Plan](http://www.newmoa.org/publications/Joint_NEWMOA-NEERC_Strategic_Action_Plan-June_2017.pdf) - www.newmoa.org/publications/Joint_NEWMOA-NEERC_Strategic_Action_Plan-June_2017.pdf
- Identifying opportunities and means for state agencies to advance food waste recovery and diversion, through food rescue efforts, composting, anaerobic digestion, and other techniques
- Providing a forum for states to share information that addresses solid waste programmatic and technical needs (including studies of materials and waste characterization)
- Supporting state and EPA efforts to effectively plan for and address severe weather-related disaster debris
- Supporting state implementation of product stewardship and extended producer responsibility programs to address priority solid wastes
- Collaborating with other regional organizations that are focused on SMM
- Analyzing available data to help state programs understand the interstate flows of municipal solid waste and construction and demolition materials within and outside of the region, to support state policy development and programs
- Helping state programs to quantify the GHG benefits of their materials management initiatives

- Assisting U.S. EPA in understanding state perspectives, needs, and issues in sustainable materials management and in solid waste management

Performance Goals & Measures

Quantitative:

- 80 percent or more of the participants in NEWMOA’s solid waste and SMM meetings or workshops rate them as good or excellent, as reported on evaluation forms
- 80 percent or more of the participants in NEWMOA’s solid waste and SMM conference calls or webinars report that they plan to use the information they learned, as reported on an annual survey or evaluation forms
- 80 percent or more of NEWMOA’s member states participate in one or more of NEWMOA’s solid waste and SMM events, including meetings, conference calls, workshops, or webinars

Qualitative:

- Participants in NEWMOA’s solid waste and SMM workshops, conference calls, and webinars describe how they will apply the knowledge they gained, on an annual survey
- EPA colleagues report that NEWMOA’s letters, meetings, conference calls, or other communications have enhanced their understanding of the perspective of the states in the region, as reported during discussions
- Emerging solid waste and SMM issues are identified during Steering Committee conference calls, as documented in meeting notes



Waste Site Cleanup

Problem Statement

Throughout the northeast, thousands of sites are contaminated by past practices and/or spills and require cleanup to protect human health and the environment. Proper cleanup and redevelopment of these sites is essential to revitalizing blighted areas, creating employment opportunities in affected communities, and achieving successful economic development in the region. There is an array of federal and state programs that address these sites, including the federal Superfund and Brownfields programs, and state waste site cleanup programs.

The contamination issues at the waste sites in the region are complex and are continuously changing as new concerns emerge. Understanding the contaminants and how they behave in the environment presents a significant challenge for state officials responsible for overseeing

cleanup. These staff and managers need to keep up with the ever-changing technologies and approaches to assessing and remediating sites.

There are emerging contaminants and new exposure pathways that state program staff, consultants, and others that do site-specific work need to understand so they can implement effective environmental and health protections. State programs benefit from a forum for sharing information on policy developments surrounding emerging contaminants to help them select effective response strategies. Understanding the potential resources that are available can also help officials improve the implementation of their programs.

Strategies

NEWMOA provides training and program support services to help waste site cleanup programs successfully advance the cleanup of contaminated property, thereby improving economic development, public health, and the environment, including:

- Organizing technical training events designed to improve the capacity of state officials, consultants, and others to effectively implement and oversee the characterization and remediation of contaminated sites
- Helping states learn about emerging cleanup issues and identify ways to address them
- Helping coordinate the state and federal brownfields programs and share information on program challenges and successes
- Helping state programs develop ways to improve the effectiveness of voluntary site cleanup and Brownfields programs
- Helping state staff and managers learn about and connect with the expertise and resources available in the other northeast states

Performance Goals & Measures

Quantitative:

- 90 percent or more of the participants in NEWMOA's waste site cleanup technical workshops rate the training as good or excellent, as reported on evaluation forms
- 90 percent or more of the participants in NEWMOA's waste site cleanup technical workshops state that the information they learned is applicable in their work, as reported on evaluation forms
- 75 percent or more of NEWMOA's member states participate in each of NEWMOA's waste site cleanup conference calls, webinars, and workshops

Qualitative:

- Participants in NEWMOA's technical workshops describe how they plan to apply the knowledge they gained on their evaluation forms
- Emerging waste site cleanup issues are identified during WSC Steering Committee conference calls and an annual survey on training and information sharing priorities



Interstate Mercury Education & Reduction Clearinghouse

Problem statement

Mercury pollution is persistent and toxic and bio-accumulates in the environment. Consumption of mercury-contaminated freshwater fish poses a public health threat, and many states have issued fish advisories warning residents about the potential presence of mercury. Combustion of municipal and other solid waste can be a significant source of mercury air emissions. Mercury from combustion sources is deposited in water bodies and transformed into a harmful form of mercury that contaminates the fish, making them unsafe for consumption. Reducing the use of mercury in products and removing mercury-containing products from the waste stream prior to combustion or landfill disposal is an effective way to eliminate mercury releases from these facilities.

In 1999, the northeast states set a long-term goal of the virtual elimination of anthropogenic mercury in the environment. At that time, these states and those in other parts of the country actively began to pursue passage of legislation focused on reducing mercury in products and waste. In the northeast, state efforts focused on enactment of provisions of the Mercury Education and Reduction Model Legislation. States began to pass portions of this legislation starting in 2001, including product labeling, notification, sales bans, phase-outs, and end-of-life collection. In 2001, NEWMOA launched the Interstate Mercury Education and Reduction Clearinghouse (IMERC) to help states implement laws and programs aimed at getting mercury out of products, the waste stream, and the environment.

Strategies

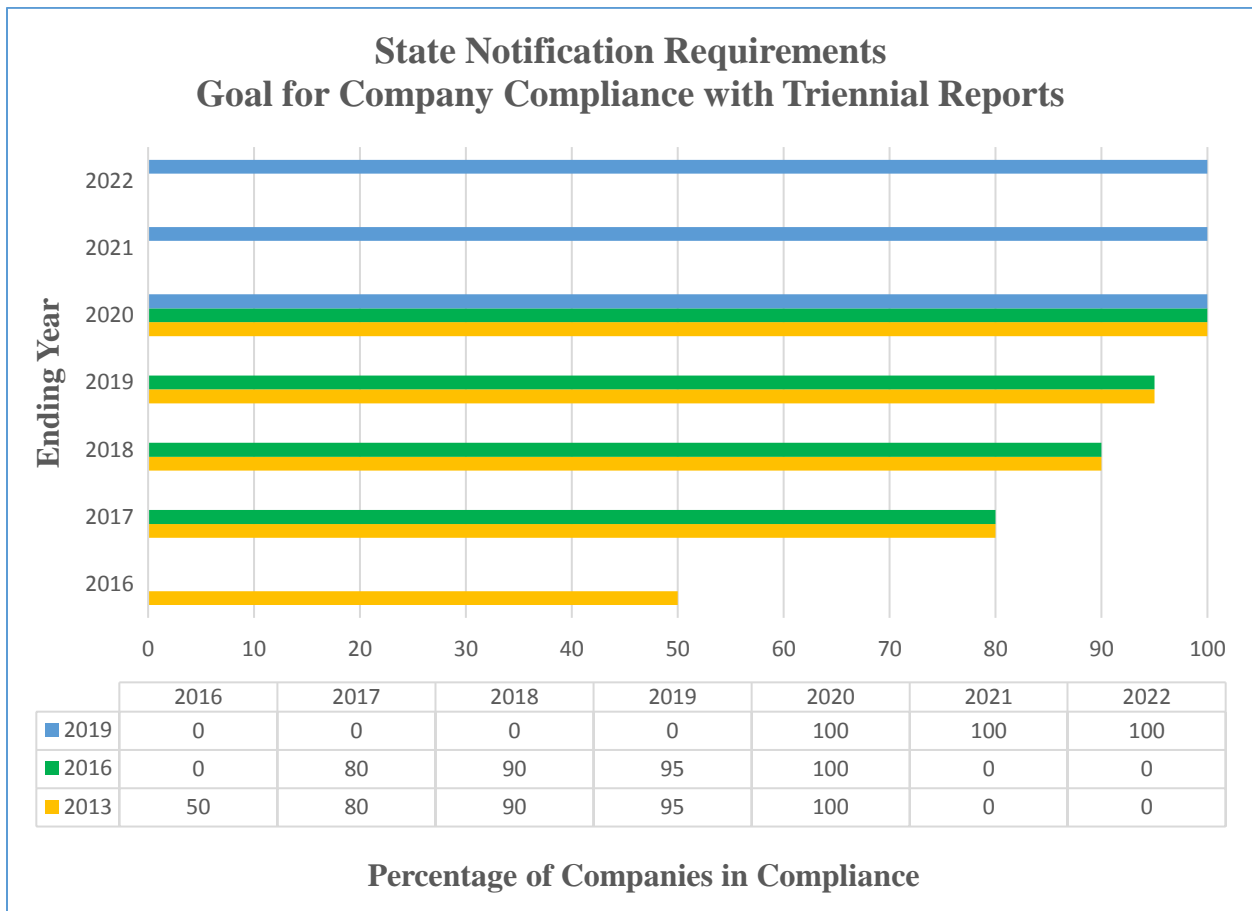
IMERC provides technical and programmatic assistance to states that have enacted mercury education and reduction legislation, while acting as a single point of contact for industry and the public. The Clearinghouse helps these states get mercury out of products, the waste stream, and the environment, by:

- Facilitating the sharing of data and information on mercury use in products, as well as non-mercury alternatives
- Assisting state programs in meeting the information needs of businesses, consumers, and the public by making information on mercury-added products publicly available
- Gathering and analyzing available data and preparing presentations and documents on the use of mercury in products
- Helping state programs implement mercury-added product notification, labeling, phase-out, and collection programs
- Facilitating communications between state programs and helping coordinate state programs and those at the U.S. EPA
- Helping state programs manage effective mercury reduction efforts by sharing information on program activities, successes, and challenges

For more information about IMERC strategies and activities, review IMERC's Strategic Plan: www.newmoa.org/prevention/mercury/imerc/IMERC_Strategic_Plan.pdf.

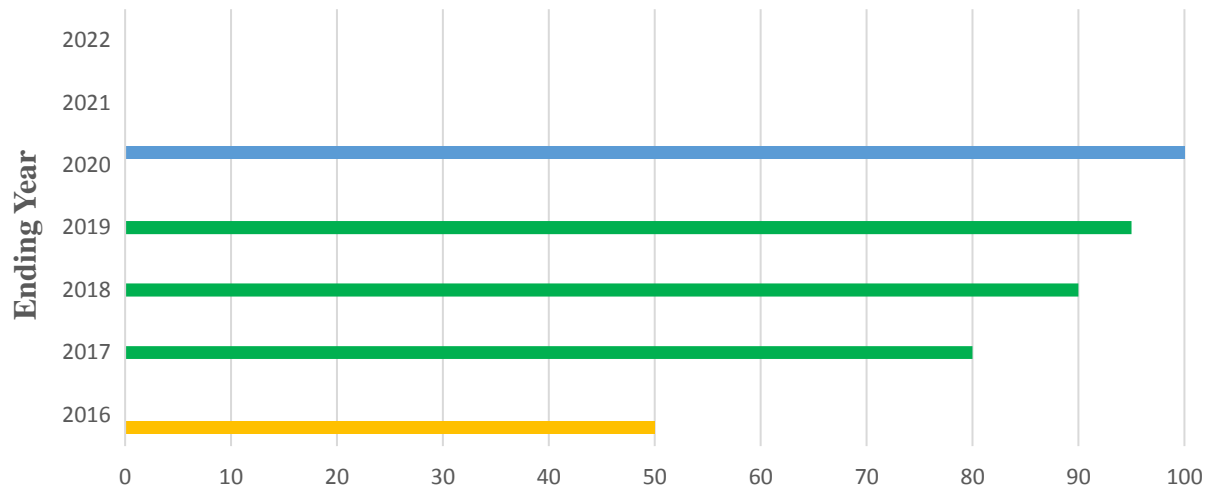
Performance Goals & Measures

IMERC tracks company compliance with the notification and labeling requirements of Connecticut, Louisiana, Maine, Massachusetts, Minnesota (labeling only), New Hampshire, New York, Rhode Island, Vermont, and Washington (labeling only). Manufacturers, distributors, and importers of mercury-added products that sold or distributed mercury-added products into the states listed above are required to submit a Notification form every three years. As part of this reporting requirement, companies also must self-certify that they meet the states' labeling requirements. IMERC provides compliance assistance to companies needing to complete these reports. IMERC has developed the following performance goals and measures to track incremental progress on their compliance.



*Note: The 94 percent compliance noted for 2016 represents benchmark data based on actual company compliance.

State Labeling Requirements Goal for Company Compliance with Product Labeling



	2016	2017	2018	2019	2020	2021	2022
■ 2019	0	0	0	0	100	0	0
■ 2016	0	80	90	95	0	0	0
■ 2013	50	0	0	0	0	0	0

Percentage of Companies in Compliance

**Note: IMERC did not track this measure prior to 2017, but estimates that use of the standard label or approved alternative label is at 50 percent, which is conservative. IMERC has since updated the Notification form for the 2016 Triennial reporting period so that companies may supply this information in the future.

Additional Performance Goals & Measures

Quantitative:

- 80 percent or more of IMERC’s member states participate in at least one conference call or webinar
- 100 percent of compliance assistance requests are addressed
- IMERC publishes updated fact sheets following each triennial reporting year, as well as additional guidance documents and other materials as needed
- IMERC publishes, on average, two *IMERC Alerts* each year

Qualitative:

- Participants in IMERC’s conference calls, webinars, or other trainings describe how they plan to apply the knowledge they gained via surveys
- Manufacturers, distributors, and trade associations report that IMERC’s technical assistance and other communications have enhanced their understanding of the state mercury-added product requirements
- Emerging issues are identified during IMERC Steering Committee conference calls, as documented in the meeting notes
- IMERC staff is asked to participate in and/or present information to outside parties via webinar, meeting, or conference call

Outcomes

In addition to the performance goals and measures listed above, IMERC will continue to measure the following outputs and outcomes during this strategic planning cycle.

IMERC tracks, analyzes, and publishes the information shown in the following tables as part of its overall strategy. These tables display measures over which IMERC does not have direct control, but they are key to understanding the trends in mercury use in products.

Trends in Targeted Mercury-Added Product Categories Percent Reductions in Sales in the U.S. Since 2001				
Product Category	2001-2013 (Benchmark)	2001-2016	2001-2019	2001-2022
Batteries	97 %	Analyzing data	TBD	TBD
Dental Amalgam	48 %	Analyzing data	TBD	TBD
Formulated Products	57 %	Analyzing data	TBD	TBD
Lighting	51 %	Analyzing data	TBD	TBD
Measuring Devices	88 %	Analyzing data	TBD	TBD
Switches & Relays***	68 %	N/A	N/A	N/A
Thermostats	99 %	100 %	100 %	100 %

***Note: Data is not available for the mercury-added switches and relays product category after 2010 due to IMERC member-states bans on their sale.

Trends in the Phase-out of Mercury-Added Products in the U.S. Since 2001 Number & Percentage of Companies Ceasing Sales & Distribution			
Year	Total Applicable Companies****	Number of Company Phase-outs	Percentage Phased-out
2001-2013 (Benchmark)	527	158	30 %
2001-2016	Analyzing data	Analyzing data	Analyzing data
2001-2019	TBD	TBD	TBD
2001-2022	TBD	TBD	TBD

****Note: There are 661 companies that have been known to manufacture or sell mercury-added products from 2001 to the present. However, 99 of these firms have closed, gone out of business, merged with another company, or chosen not to sell into IMERC states. In addition, there are 35 companies that sell products that are banned from sale in the IMERC Notification states but sell them elsewhere in the U.S., They are therefore exempt from reporting. IMERC continually receives new notifications from manufacturers and distributors of mercury-added products and, therefore the universe of applicable companies is constantly changing.

Since 2001, data available through IMERC has documented a significant reduction in the use of mercury in products sold in the U.S. Nevertheless, there is an ongoing need to monitor the continuing uses of mercury to identify new challenges and opportunities and to strive toward virtual elimination.



Interstate Chemicals Clearinghouse (IC2)

Problem Statement

Industrial chemicals, alone or in combination, have been incorporated into millions of products used every day and are the platform upon which key elements of the global economy have been built. However, many chemicals have inherent characteristics that result in harm to ecological and human systems as these chemicals are distributed throughout supply chains and the ecosphere. For several years, a number of state and local governments have been working to reduce toxic chemicals in consumer products as part of a larger effort to reduce toxics in the environment and protect human and ecological health. To maximize their impacts, these entities are working together through the IC2 to share information and make the most of the limited available resources.

Strategies

The IC2 is an association of state, local, and tribal governments that promotes a clean environment, healthy communities, and a vital economy through the development and use of safer chemicals and products. The IC2 achieves its objectives by:

- Facilitating Workgroups focused on alternatives assessment, online chemical information databases, procurement, training, governance, and outreach
- Communicating IC2's priorities, resources, and activities with its members and interested groups and programs

- Developing and maintaining a shared, interstate data system for reporting by manufacturers of chemicals-in-products to participating states
- Supporting and maintaining online databases and resources, including the Chemical Hazard Assessment Database, the U.S. Chemical Policy Database, States Chemicals of Concern Database, and the Alternatives Assessment Library
- Supporting the creation of industry-specific alternatives assessment (AA) guidance and ongoing development of alternatives assessment methodologies
- Identifying best-practice methodologies for testing chemicals in children's products and strategic product sampling approaches
- Organizing training webinars and information sharing roundtable calls
- Facilitating IC2 engagement with EPA on the implementation of federal chemicals policy, particularly related to the recently revised Toxic Substances Control Act (TSCA)
- Supporting state and local advancement of procurement policies that promote low toxicity products and green chemistry
- Organizing periodic in-person meetings to foster strategic planning, training, and information sharing

Performance Goals & Measures

Quantitative:

- 70 percent of IC2's members responding to an annual survey attended at least one IC2 webinar and found the information useful and directly applicable to their work
- 70 percent of IC2's members responding to an annual survey report that a Workgroup discussion (or activity) provided a substantive benefit to their work
- 80 percent of IC2's members responding to an annual survey participated in one or more of IC2's events, including meetings, conference calls, or webinars

Qualitative:

- Businesses, public agencies, citizens, and consumers benefit from IC2's activities as demonstrated through comments on an annual survey
- More and better collaboration among state and local agencies, non-governmental organizations, businesses, and EPA, as reported on an annual survey
- Learning from the experience of other state programs and organizations, as reported on an annual survey

Cross Program Initiatives

NEWMOA helps pilot and deploy a variety of initiatives that improve the efficiency and effectiveness of state programs to address environmental problems that cross traditional program boundaries. For 2018-2022, these cross-program initiatives focus on the topics that are briefly described below.

Promoting Soil Reuse

Construction, utility, brownfields, and waste site cleanup projects can generate quantities of excess soil that cannot be reused at the project site and can contain contaminants at levels that are detectable but below those that would qualify them as hazardous waste. The cost to transport, dispose, or use excess soil can be significant, particularly for public sector construction projects, such as schools. As a result, the management of these mildly contaminated soils can significantly impact the cost of construction projects and economic development.

There are many potential issues with the regulatory oversight of these soils. Mildly contaminated soils on properties under state waste site cleanup oversight are often subject to specific testing and management requirements, while similar soils on sites outside of these programs may not be subject to the same requirements. As a result, the cost structure for excess soil management can differ significantly between the two types of sites. NEWMOA's members are challenged with attempting to level the playing field between sites within and outside of the waste site cleanup programs, without creating an overly burdensome regulatory system.

State programs find that sharing information and learning about the practices and policies implemented by each helps them to develop more effective programs. NEWMOA's cross-program Soil Reuse Workgroup plans to undertake the following strategies to facilitate this type of interaction:

- Hold regular information-sharing conference calls and webinars involving state solid waste and waste site cleanup programs
- Maintain a public webpage covering state rules, policies, guidance documents, and other materials related to managing mildly contaminated soils

Advancing Next Generation Compliance Strategies

Traditional facility-by-facility approaches to environmental protection (i.e., establishing standards, issuing permits, conducting inspections, and undertaking follow-up enforcement actions) are effective at improving and maintaining environmental quality, particularly at relatively large facilities. However, in an era of declining government resources, expanding pollution concerns, and greater interest in addressing environmental issues at smaller facilities, government agencies have developed innovative strategies that help them advance compliance, document results, reach a larger number of facilities, and gain efficiencies. There are many of these often called "next generation" strategies that states and EPA are utilizing.

NEWMOA supports state efforts to develop and implement next generation compliance cross-program strategies, including efforts to:

- Facilitate information sharing on them
- Provide technical support to develop the tools for implementing them
- Assist state programs with conducting data collection and analysis on environmental performance measures
- Assist state programs with communicating to EPA and others the value and importance of states' next generation activities

Using Lean Approaches to Improve Agencies' Functions

Public sector agencies are experiencing increasing pressure to identify opportunities for improving efficiency, partially in response to reductions in their budgets. They are using continuous improvement practices to help them examine opportunities for making such changes.

These include “lean”, which is a process for helping organizations identify and eliminate unnecessary and non-value added process steps and activities. Lean is a business model and collection of methods that help eliminate waste while delivering quality value on time and at the lowest cost. Many of the NEWMOA-member programs are implementing lean and significantly improving permitting, administrative reviews, enforcement, and other processes. By enabling these routine activities to function more smoothly and consistently, staff time can be freed up to focus on higher value activities.

The state staff and management involved with implementing lean find it difficult to learn about and keep up with the innovations in the methods and how it can be applied. Without adequate information sharing and training for program staff and management, the states' lean efforts will not maximize their effectiveness.

NEWMOA's Lean Practitioners' Workgroup supports state efforts to develop and implement continuous improvement by:

- Providing a forum for sharing information on and discussions of lean activities by environmental agencies in the northeast
- Developing and holding training events, particularly webinars on lean and other methods
- Tracking lean events held by state environmental agencies

Promoting Safer Alternatives to Traditional Dry Cleaning

Approximately 60 percent of the dry-cleaning operations in the U.S. use perchloroethylene (perc) as the primary cleaning solvent. However, there are numerous adverse health effects associated with the use of perc including dizziness, headaches, impaired judgment, and cancer. Perc from dry cleaning operations can be a source of groundwater contamination, and EPA and state environmental agencies consider it to be a toxic air contaminant.

Professional wet cleaning is an effective and safer alternative from a public health, environmental, and economic perspective. Resistance to adopting wet cleaning technology is often based on concerns about customer satisfaction related to garment shrinkage, damage, or other harm. Other business concerns include the length of time of the process, the purchasing of and staff training on new equipment, and the risks associated with investing in an unfamiliar method of garment cleaning. However, the benefits of switching from perc dry cleaning to wet cleaning are well documented and include: comparable cleaning of garments; elimination of hazardous waste generation; elimination of potential for perc exposure by communities,

employees, and customers; and lower use of water, natural gas, and electricity - all of which saves money.

NEWMOA supports state efforts to promote wet cleaning as the safest alternative to traditional garment cleaning by:

- Providing a forum for sharing information on and discussions of wet cleaning and other garment cleaning options
- Developing and holding training and demonstration events for dry cleaners
- Holding meetings and webinars for state pollution prevention, waste site cleanup, air toxics, and hazardous waste staffs who are working on professional garment cleaning