

NEWMOA 2004-2006 STRATEGIC PLAN

As Approved by the NEWMOA Board of Directors

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**Northeast Waste Management
Officials' Association**

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Connecticut . Maine . Massachusetts . New Hampshire . New Jersey . New York . Rhode Island . Vermont

What is NEWMOA?

The Northeast Waste Management Officials' Association (NEWMOA) is a non-profit, non-partisan interstate association that was established by the governors of the New England states as an official interstate regional organization, in accordance with Section 1005 of the federal Resource Conservation and Recovery Act (RCRA), to coordinate interstate hazardous and solid waste activities. The organization was formally recognized by the US EPA in 1986. NEWMOA's membership is composed of the state environmental agency directors of the hazardous waste, solid waste, waste site cleanup, emergency response, pollution prevention, and underground storage tank programs in Connecticut, Maine, Massachusetts, New Hampshire, New Jersey, New York, Rhode Island, and Vermont.

NEWMOA's Mission

NEWMOA's mission is to develop and sustain an effective partnership of states to explore, develop, promote, and implement environmentally sound solutions for the reduction and management of materials and waste, and for the remediation of contaminated sites, in order to achieve a clean and healthy environment.

The group fulfills this mission by providing a variety of support services that:

- facilitate communication and cooperation among member states and between the states and the US EPA; and

- support the efficient sharing of state and federal program resources to help avoid duplication of effort and to facilitate development of regional approaches to solving critical environmental problems in the region.

NEWMOA's Strategies

In Fiscal Year 2003-2004 the NEWMOA Board of Directors developed the following list of strategies for the Association to help achieve its mission in the next five or so years that will inform the Association's annual planning and budget process. NEWMOA develops program and project specific goals, strategies, and activities in its annual work plans.

Strategy #1: Collect, manage, analyze, interpret, present, and share information and data effectively and efficiently and help states develop approaches to and tools for program measurement

NEWMOA assists the member states in information management and analysis to promote greater efficiency and avoid duplication of effort by individual states; to help states identify opportunities for regional cooperation; to promote consistency, where appropriate, in data definition and collection; and to provide useful information and analysis for individual state decision-making and program planning, particularly since waste increasingly crosses state boundaries. NEWMOA's member states increasingly recognize the importance of measuring the effectiveness of their environmental programs. NEWMOA provides assistance to the states by contributing expertise and by

facilitating the use, where appropriate, of consistent measures so that states can examine more effectively how their programs are working.

The following outlines some of NEWMOA's near-term priorities:

- Prepare and publish online interstate waste flow reports for municipal solid waste and construction and demolition debris (C & D) waste using data available from the states
- Manage a clearinghouse of data and information on mercury-added products through the Interstate Mercury Education & Reduction Clearinghouse (IMERC)
- Help states identify and analyze available information on new and emerging toxics in the environment; and persistent, bioaccumulative and toxic (PBT) pollutants
- Gather, analyze, and present pollution prevention information online
- Identify and characterize emerging waste site cleanup and pollution prevention technologies
- Help states identify other possible waste streams for waste flow analysis
- Collect and analyze information available from the states on beneficial use determinations and solid and hazardous waste recycling
- Provide support to states to help measure performance of their programs

Strategy # 2: Coordinate examination of common emerging environmental challenges; recommend unified regional positions and present to Federal and state policy makers; and develop and implement coordinated regional approaches and programs

NEWMOA assists member states in identifying and defining emerging issues, particularly those that may be appropriate for regional cooperation and problem solving. In some cases, states may be more efficient and effective at solving their environmental problems by cooperating regionally on program development and implementation than if they were to address those issues individually. Furthermore, the Association provides a forum for sharing different approaches and best practices and solutions for addressing emerging state challenges.

The NEWMOA state programs recognize that their ability to effectively advise EPA, other federal agencies, and individual states is enhanced when they can find areas of consensus on key regulatory and policy issues and present those views as a unified position. From its inception the Association has helped facilitate the member states' interactions with key federal agencies. Furthermore, the states have used the Association to share their comments and recommendations on national environmental issues to learn from each other and share viewpoints. When there is a uniquely regional perspective or concern regarding an environmental problem, the Association assists the states in articulating that view and sharing it with appropriate national groups and agencies.

The NEWMOA member state environmental programs are being asked to play an increasingly critical role in efforts to respond to and prevent various types of emergencies involving hazardous materials and threats. This role has been evolving and changing in recent years. The Association has begun an internal discussion focusing on what its

appropriate role ought to be on emergency response, particular related to preparing for those situations that generate large quantities of wastes. This Strategic Plan recognizes the critical nature of that discussion and emphasizes the importance of resolving this question in the near term and amending this strategic plan as this is addressed by the member states.

The NEWMOA member states recognize that many pollutants and wastes do not respect state boundaries and solving the problems associated with them requires cooperation among neighboring states. Moreover, solutions to environmental problems may often require the participation of business, environmental organizations, and other stakeholders who operate on a regional basis. By coordinating their efforts through NEWMOA the states gain greater efficiency and effectiveness in addressing many of the environmental challenges that they face. Furthermore, states benefit from sharing resources and experiences through NEWMOA because they enhance their ability to develop and implement their programs and learn from each other's successes and mistakes.

In some cases, the NEWMOA member states may determine that their waste management, pollution prevention and environmental assistance programs would be substantially enhanced through an initiative undertaken by the Association, such as a multi-stakeholder process to evaluate options for addressing particular problems associated with a waste, technology, or waste management practice. In these cases the NEWMOA Directors may ask the Association and seek funding to support the organization in facilitating this kind of activity. This is a relatively new area that the Association's Directors have begun to explore and may be further defined and developed in the timeframe of this strategic plan.

The following outlines some of NEWMOA's near-term priorities:

- Assist states with implement their Brownfields initiatives
- Help states identify best practices and model programs for electronics waste management and recycling
- Prepare NEWMOA position papers and letters on key regulatory and policy issues, in collaboration with ASTSWMO and other national organizations, as appropriate
- Coordinate mercury reduction legislative initiatives by the states
- Help states identify best practices in innovative/alternative approaches to compliance, enforcement, and permitting
- Help states implement innovative site assessment technology and improvements in site characterization

Strategy # 3: Develop and deliver training and provide opportunities for enhanced professional communications

Maintaining the expertise and knowledge of its professional staff and management is important to the delivery of effective environmental services and programs in the states. NEWMOA has historically provided a variety of training opportunities for its member states to help them maintain their standards for Agency performance. Furthermore,

because many of the waste management, waste site cleanup, and pollution prevention programs in the states face similar technical and programmatic issues, developing and delivering training to address these challenges can promote efficiency and avoid duplication of effort. NEWMOA also provides a formal and informal forum for member staff and management to learn from each other and improve their management, technical, and other professional skills.

The following outlines some of NEWMOA's near-term priorities:

- Design and deliver RCRA training for inspectors and compliance assistance staff
- Convene interstate discussions of multimedia inspection experience (i.e., best practices, lessons learned) and develop and deliver training
- Help states identify new methods for delivering training, i.e., web-based
- Improving site characterization and other Brownfields-related training
- Periodic multi-program training conferences

Strategy # 4: Procure resources to assist states in implementing their programs

Individual member states sometimes have a need to procure resources to assist them with particular projects that can be most effectively provided by NEWMOA's staff and management. In most cases the results of the projects that Association undertakes for specific states can be shared with and would benefit the other member states. This can include research, data collection and analysis, specific community-based projects, outreach and education activities, and others.

The following outlines NEWMOA's near-term priorities:

- Expand NEWMOA's role as grant funding clearinghouse
- Facilitate shared service contracts among states

