QUALITY MANAGEMENT PLAN

2017-2021

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Tom Goldberg, Executive Director, NEWMOA
Date: 7/21/16

Lynn Hanifan, Project Officer, U.S. EPA Region 1
Date: 7/27/16

John Smaldone, Regional Quality Assurance Manager, U.S. EPA, Region 1
Date: 7/27/16
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Quality Management Plan for the
Northeast Waste Management Officials’ Association
(NEWMOA)

Background
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 U.S. EPA in 1986. NEWMOA’s membership is composed of the state environmental agency directors of the hazardous waste, solid waste, materials management, 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.

The U.S. Environmental Protection Agency has developed a mandatory Agency-wide Quality Assurance Program that requires all organizations performing work for U.S. EPA to develop and operate management processes for ensuring that data or information collected are of the appropriate quality for their intended use. These requirements apply to all organizations that conduct environmental data operations on behalf of U.S. EPA through contracts, financial assistance agreements, and interagency agreements.

NEWMOA does not collect, or contract for the collection, process, or report quantitative scientific data that is collected for the measurement and reporting of contaminant levels in environmental media, and currently has no plans to do so. If NEWMOA engages in such activity in the future, it would utilize the procedures used by the other regional environmental interstates, in consultation with U.S. EPA, to ensure an appropriate level of scientific data quality. NEWMOA’s programs and projects focus on narrative material of policy or programmatic significance. When NEWMOA collects and presents quantitative data, they are originally gathered by others, and the Association presents the information along with qualifications on data quality. Ensuring an appropriate level of data/quality in NEWMOA’s programs is a relatively transparent process. For the most part, the adequacy of data quality can be determined and expressed by NEWMOA’s clients/members as satisfaction or dissatisfaction with the product, report, or activity.

This document presents the Quality Management Plan (QMP) for NEWMOA and commits the Association to utilizing procedures that ensure the highest level of quality assurance that is appropriate to the intended use of the data.
Element 1 - Management & Organization

1.1 NEWMOA's Mission & Goals
NEWMOA's mission is to develop, lead, and sustain an effective partnership of states that helps achieve a clean, healthy, and sustainable environment by exploring, developing, promoting, and implementing environmentally sound solutions for:

- Reducing materials use and preventing pollution and waste;
- Properly reusing and recycling discarded materials that have value;
- Safely managing solid and hazardous wastes; and
- Remediating contaminated sites.

NEWMOA is committed to ensuring that the generation of waste is minimized, that discarded materials are managed to reduce their environmental impacts, and that oil and hazardous materials that have been released to the environment are appropriately managed.

The overall organizational goals are to:

- Improve the management of waste in the region, including advancing greater waste reduction, reuse, and recycling;
- Improve the capacity of state staff to implement waste management, pollution prevention, toxics reduction, and waste site clean-up programs and regulations;
- Promote interstate coordination on understanding and addressing priority issues;
- Facilitate development and implementation of regional approaches to solving critical environmental problems;
- Articulate state program views on federal rulemakings and other policy developments; and
- Facilitate communication and cooperation among member states, between the states and the U.S. EPA, and between the states and other stakeholders.

The group achieves its goals by:

- Managing and sharing information and data;
- Facilitating state and federal agency interaction;
- Providing training and assistance;
- Supporting regulatory development and program implementation; and
- Conducting research.

NEWMOA develops and supports forums that enable its members to share resources and lessons learned so they can benefit from each other's successes and experiences, thereby enhancing their programs. It also provides a venue for sharing different approaches and solutions to new challenges facing states.

NEWMOA coordinates examination of common emerging environmental challenges; recommends unified regional positions to federal and state policy makers; and develops and helps implement coordinated regional approaches and programs. The organization identifies and defines emerging issues, particularly those that are appropriate for regional cooperation and problem solving.
In many cases, state agencies are more effective at solving their environmental problems by cooperating regionally than by working individually. When NEWMOA’s members determine that a waste management, pollution prevention (P2), site remediation, toxics reduction, and environmental assistance program would benefit from such regional cooperation, the Association can decide that it should undertake an initiative and seek funding to support the activity.

1.2 Services & Program Areas
In Fiscal Year 2013, the NEWMOA Board of Directors established the list of core services outlined below to help achieve the Association’s mission over the following five years. The Board unanimously approved a motion to adopt its Strategic Plan at their meeting in September 2013. In 2016, NEWMOA’s Board undertook a strategic planning process to update and revise its prior Plan. This new Plan is scheduled for completion and adoption in the fall of 2017. It will cover the five year period, 2017-2021.

NEWMOA develops program and project specific goals, strategies, and activities in its annual workplans. These annual workplans are developed through consultation with Workgroups and Steering Committees, and they are reviewed and approved by the NEWMOA Board of Directors. Each fiscal year NEWMOA holds a Board meeting in September just before the beginning of the next fiscal year, which starts October 1, to make plans for the upcoming year. At that annual meeting, NEWMOA management and staff present proposed annual workplans for each program area, and the Board discusses these proposed plans and votes on them. If they approve the draft workplan, it is considered final. If they do not approve the draft workplan, the NEWMOA staff and relevant Committees make revisions based on their comments, and the Board votes on a revised workplan during their next meeting. These decisions are recorded in the minutes of the Board meetings.

NEWMOA provides a number of core services that support all of its program areas. The core services include information and data development and sharing, training, coordination, assistance, and research. Over the past 30 years, NEWMOA’s members have relied on the Association to support their efforts to develop and implement regulatory and non-regulatory programs. NEWMOA has focused its efforts on identifying and creating the support services that state programs need to successfully implement their regulatory mandates and achieve their goals. By providing the following functions, the Association helps its members be more efficient and effective.

Managing & Sharing Information
NEWMOA collects, analyzes, and shares information and data and helps states develop approaches and tools for program implementation, measurement, analysis, and evaluation. These services:
• Promote greater efficiency and avoid duplication of effort by individual states;
• Help state programs identify opportunities for regional cooperation;
• Promote consistency in data definitions and collection;
• Assist with program evaluations;
• Provide information and analysis for individual state program decision-making and planning; and
• Help demonstrate progress toward strategic goals of the Association and its members.
Facilitating State & Federal Agency Interaction
From its inception, the Association has facilitated its members’ interactions with key federal agencies. NEWMOA’s members recognize that their ability to effectively advise U.S. EPA and other federal agencies is enhanced when they can find areas of consensus on key regulatory and policy issues and present those views as a unified position. They rely on the Association to share their comments, viewpoints, and recommendations on national environmental issues and to help them learn from each other. When there is a uniquely regional perspective or concern regarding an environmental problem, the Association facilitates an effort to articulate that view and share it with appropriate national groups and agencies. NEWMOA develops these consensus positions in collaboration with the Association of State and Territorial Solid Waste Management Officials (ASTSWMO) and other organizations as appropriate, and communicates those positions to U.S. EPA and other federal agencies.

Providing Training & Assisting Staff
Maintaining the expertise and knowledge of professional staff and management is important to the delivery of effective environmental services and programs. NEWMOA provides a variety of training opportunities for member states to help them maintain their standards for Agency performance. Because many of the state waste management, waste site cleanup, toxics reduction, and pollution prevention programs 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 forum for its members to learn from each other and improve their management, technical, and other professional skills.

Conducting Research
Conducting research on common issues and “best practice” options is essential to helping state programs maximize their efficiency and effectiveness. NEWMOA prepares reports, fact sheets, data analysis presentations, and other research-based materials for its members and others. Researching priority topics is often more efficient when conducted regionally than when undertaken by individual state programs.

Procuring Resources
Procuring the necessary resources to carry out NEWMOA’s priorities is a critical function. NEWMOA seeks funding through grants from federal agencies, contracts with member states, grants from private foundations, and other private sector sources. Individual member states have also used NEWMOA’s resources to assist with particular projects. In most cases, the results of the Association’s projects for individual states are shared with and benefit the other members.

All of these core services are designed to help states implement their waste management, P2, toxics reduction, and waste site clean-up programs. Such support helps programs develop and maintain staff competency, ensures that they are aware of the regulatory requirements and management approaches of neighboring states for similar activities, and reduces duplication of effort on research and other activities.

NEWMOA has organized its activities into the following program areas:
- Hazardous waste;
• Sustainable materials management and solid waste;
• Waste site cleanup;
• Pollution prevention and sustainability;
• Interstate Chemicals Clearinghouse (IC2);
• Interstate Mercury Education and Reduction Clearinghouse (IMERC); and
• Cross program initiatives.

1.3 Quality Assurance Goal
NEWMOA’s Quality Assurance Goal is that all environmental data or information gathered by or for the Association will be of an acceptable quality that is sufficient to meet the needs of each program’s intended use of the data/information.

1.4 Policy
NEWMOA’s Quality Assurance (QA) Policies are:

a. All environmental data generated for or by the Association’s projects/activities is of known and acceptable quality. This quality and the associated level of effort of the required QA activities is designed to meet the needs of each program’s intended use of the data. The information developed for all secondary data is documented and available.

b. An acceptable and cost-effective program of QA activities is developed and implemented at the onset of each NEWMOA project that includes secondary data to help ensure that the necessary level of data quality is achieved.

c. All NEWMOA projects or activities that gather, compile, and report on data are part of an effective QA program conducted within the framework of the Generic QAPP and, in some cases, Standard Operating Procedures (SOPs) that specify the detailed procedures required to assure an appropriate level of quality.

d. All projects that support externally-generated environmental data through contracts, grants, or interagency agreements ensure that acceptable QA requirements are included in the appropriate agreement documents, and that these external parties follow acceptable quality management practices.

1.5 Management
The NEWMOA Board of Directors consists of the Directors of the member state solid waste, hazardous waste, waste site cleanup, emergency response, pollution prevention, toxics reduction, and underground storage tank programs (www.newmoa.org/about/board.cfm). This group establishes the budget, policies, and programs of the Association.

NEWMOA has established Program Area Steering Committees that are chaired by a Board member and perform the following tasks:
• Help shape NEWMOA’s multi-year strategic plans;
• Develop annual workplans;
• Oversee program area projects and activities;
• Share information on state and U.S. EPA efforts;
- Develop ideas and strategies to address emerging issues;
- Form working groups; and
- Prepare comments on federal policies.

Each Program Area Chair reports to the Board during the Board meetings. In each program area, NEWMOA supports Workgroups that implement projects and activities. An organizational diagram is available at www.newmoa.org/about/newmoaorganizationaldiagram_files/png_1.htm.

NEWMOA’s Committees and Workgroups implement its Strategic Plan through their annual workplans, which are reviewed and approved by the NEWMOA Board. For high priority projects, NEWMOA’s Workgroups develop detailed grant proposals and project plans that describe the problem the project is designed to address, project goals and objectives, tasks, a timeline, deliverables, and outputs.

Three members of NEWMOA’s Board serve as its Chair, Vice Chair, and Treasurer rotating on an annual basis, as dictated by the Association’s bylaws. Board oversight/governance is exercised primarily at four regular Board meetings held each year. Generally, the annual budget, staffing, annual workplan, and individual projects are authorized, reviewed, and approved or disapproved at these meetings.

Responsibility for administering the day-to-day activities of the Association and attaining its goals and objectives is vested in an Executive Director. He/She is assisted in performing these duties by project managers and staff.

NEWMOA’s activities and projects are accomplished by NEWMOA staff and Committees and Workgroups made-up of state and, in many cases, U.S. EPA staff. On occasion, contractors are hired to perform discrete tasks. Virtually all of the work performed by NEWMOA staff and/or contractors is reviewed by the Committees or Workgroups prior to final review and acceptance/approval by the Board of Directors. Observance of the Quality Management Plan (QMP) and the Generic Quality Assurance Project Plan (QAPP) are an integral part of this process.

1.6 Quality Assurance Manager & Quality Contact
The Executive Director is the Quality Assurance Manager (QAM) and is responsible to the Board of Directors for ensuring that the Association’s QA goals are achieved and that the QMP is followed by NEWMOA project managers, staff, and contractors. The Executive Director is responsible for the Association’s overall performance. In addition, he/she directly supervises the solid waste and sustainable materials management, hazardous waste, pollution prevention and sustainability, IMERC, IC2, and waste site cleanup programs. Project Managers report to the Executive Director. Additional professional staff-members/environmental specialists work on various projects as needed. An Administrative Assistant provides office management and support services. Finally, interns and personal service contractors are engaged for projects when they are needed.
Element 2 - Quality System Components

2.1 QMP-QAPPs & SOPs
NEWMOA’s Quality System consists of developing and implementing a Quality Management Plan (QMP), a Generic Quality Assurance Project Plan (QAPP), and Standard Operating Procedures (SOPs) for certain ongoing programs. NEWMOA and the U.S. EPA recognize that a system of accountability within each others’ organization is essential to ensuring quality and the successful management of environmental program funds. Therefore, NEWMOA’s Board of Directors, Officers, and the Executive Director follow and direct appropriate project managers and staff to follow the principles and guidelines of this System. The Executive Director is responsible for ensuring that NEWMOA projects utilizing secondary data are managed in accordance with the Generic QAPP and applicable SOPs.

2.2 Integration with NEWMOA’s Planning & Management Processes
Committees or Workgroups participate in the design and management of NEWMOA projects, followed by Board of Directors approval. This oversight provides the framework for NEWMOA’s QMP. All of NEWMOA’s projects are outlined in the Association’s annual workplans for each program area. The NEWMOA staff and management presents drafts of these workplans and the Board votes on them as part of its annual meeting in September. No workplan is considered final until the Board votes to approve it. During a two-hour webinar prior to its three in person meetings per year, the NEWMOA management and staff present reports on the status of the organization’s projects. The Board provides comments and suggestions during these meetings and makes decisions to address various questions on issues that arise through voting on a motion, if necessary, or taking actions that do not require a formal vote. All of these decisions and actions are documented in the meeting minutes.
Through this system, the Board of Directors and staff are involved at every phase of a NEWMOA project, product, or activity, beginning with conceptual approval of project design and ending with final acceptance of project products. The decisions about data quality required for the purpose of each project are integrated with this process. In some cases, such as NEWMOA’s analysis of solid waste flow in the region, a main purpose of the project is to improve data quality. Where necessary and appropriate, the review of NEWMOA projects consists of line-by-line editorial review and approval of all material before acceptance and release by the Board.

The Executive Director, Terri Goldberg, has been designated as the quality contact. The Project Manager, Andy Bray, serves as the quality contact when the Executive Director is unavailable and also assists the Executive Director in ensuring that the QMP, the Generic QAPP and, where applicable, SOPs are followed in the Association’s projects involving secondary data. Terri Goldberg is responsible for ensuring that Project Managers and staff assigned to support the Workgroups follow the Generic QAPP.

NEWMOA staff works with representatives of its members and U.S. EPA in identifying priority activities and projects, selecting projects, and approving the results/products before completion/approval. The components of this ongoing planning and oversight process include strategic planning, annual workplans, review of federal grant applications, review of project-specific workplans, and review of final products and deliverables. The components of NEWMOA’s Planning Process and its Quality Management features are described below.

2.3 Strategic Plan
NEWMOA’s 2013-2017 Strategic Plan identifies areas of program emphasis that reflect the needs of state environmental programs. The Plan was developed by NEWMOA staff and the Board of Directors in consultation with U.S. EPA representatives and is reviewed and updated every five years. For example, the need of states for information concerning the generation and interstate flow of wastes was first identified through the Association’s strategic planning process. Obtaining more reliable solid waste data for state planning purposes through the corroboration of various data sources remains a main purpose of this continuing work. To accomplish the work, NEWMOA dedicates staff to the project; state solid waste program staffs are assigned to work on designing an approach; and the project is processed through the planning components described below.

2.4 Annual Workplans
NEWMOA’s fiscal year corresponds with the federal fiscal year and goes from October 1 through September 30. NEWMOA’s annual workplan is developed over several months and submitted for Board approval prior to October first each year. Each project is briefly described in the workplan. The workplan is developed in parallel with the NEWMOA’s annual budget process that authorizes staffing levels based on workload and federal grant and other funding expectations. The commitment of state program resources to work through NEWMOA on the projects in the workplan is implicit in the Boards’ approval. The NEWMOA staff and management presents drafts of these workplans and the Board votes on them as part of its annual meeting in September. No workplan is considered final until the Board votes to approve it.
2.5 Project/Grant Proposals
The NEWMOA staff discuss new project and grant proposal ideas with Board and U.S. EPA staff at every NEWMOA Board of Directors meeting. Ideas for proposals may come from any state, NEWMOA staff or Workgroup, or U.S. EPA participant. Often the proposals are developed over the course of several meetings and reflect advice and input from a variety of sources. The NEWMOA Board approves each project before work can be initiated using the process outlined above.

2.6 Types of NEWMOA Programs & Activities That May Require Quality Management

Reports on State Laws, Regulations & Policies
NEWMOA gathers information from states programs and prepares reports that describe state environmental laws, regulations, policies, program elements, or activities and may evaluate and comment on the effect of these. An example is a report summarizing each member-state’s laws, regulations, and policies governing the use of innovative technology for the characterization of contaminated sites and evaluating whether or not they discourage the use of innovative technology. The Generic QAPP, based on NEWMOA’s routine project management procedures, includes detailed state review to ensure that laws-regulations-policies and their effects are characterized correctly.

Reports on Waste Generation & Interstate Movement
NEWMOA prepares reports that incorporate and present solid waste generation and movement information that is provided by the member states. An example is the report entitled “Interstate Flow of Municipal Solid Waste among the NEWMOA States.” The procedures described in the Generic QAPP ensure corroboration of waste data from various interstate/intrastate sources and explaining or, where possible, correcting discrepancies. Other safeguards mentioned in the Generic QAPP include appropriate disclaimers and explanations to accompany presentation of the data in the report.

Repository of Forms Submitted by Regulated Entities on Mercury-Added Products & Database
Laws enacted by a subset of IMERC’s members require manufacturers and/or certain other organizations to notify them regarding the mercury content of mercury-added products. The state agencies formed NEWMOA’s program, called IMERC (www.newmoa.org/prevention/mercury/imerc/about.cfm) to provide a repository and to create an online database for this information. IMERC is responsible for facilitating state review and approval of the Mercury-added Product Notification Forms, developing and managing a database that displays the information, and making certain information concerning mercury in products available to states, businesses, and the public on its website and by other means. These activities are covered by a detailed SOP that is available upon request.

Regional Pollution Prevention (P2) Information Center
NEWMOA supports one of eight regional information centers that make up a national P2 information network known as the Pollution Prevention Resource Exchange (P2Rx.). Within P2Rx, NEWMOA and the other regional centers have developed a number of database-driven web-based information resources. In developing its resources, P2Rx develops collection policies,
data standards, and quality assurance measures to ensure the quality of the qualitative data that is collected. Appendix C provide the “P2Rx Programs Data Collection Development Policy”.

Element 3 - Personnel Qualifications & Training

3.1 Commitment
NEWMOA is committed to hiring and retaining qualified staff and to providing all staff with appropriate training to ensure quality performance in fulfilling its mission.

3.2 Hiring Procedures
Job descriptions are required for all authorized positions. Each job description and its pay scale must be approved by the Board of Directors before that position can be filled. The Executive Director shall select and appoint persons for positions that are authorized by the Board of Directors and included in the budget. Appointments for employees shall be made after a job description for such position has been developed and the description, including a salary range, has been approved by the Board of Directors. Rates of pay for employees shall also be approved by the Board of Directors except that interns shall be compensated at rates approved by the Executive Director. The Executive Director shall report to the Board of Directors at the next regular business meeting on all appointments to fill positions authorized by the Board.

Present employees are advised of openings prior to or concurrent with the beginning of external recruitment. NEWMOA reserves the right to select the best candidate for a position, as determined by it in its sole discretion, whether from within or outside the organization. The external recruitment of candidates may be through the use of resumes on file, circulation of job opportunity announcements to state environmental programs, employment agencies, college placement offices, posting on websites, open advertising, or other suitable methods, as determined by NEWMOA.

3.3 Staff Qualifications & Position Descriptions
NEWMOA currently has six levels of staff as follows:

- Executive Director
- Project Managers
- Project Staff, also referred to as Specialists
- Special Consultant (Technical and Policy)
- Administrative Assistant
- Interns

Appendix B provides job descriptions that provide an overview of the minimum qualifications and job requirements for each of these levels of NEWMOA staff. Employee compensation is determined by the NEWMOA Board of Directors. The NEWMOA Board can create new positions and job descriptions to address the staffing requirements for new programs.

3.4 Professional Development & Training
NEWMOA is committed to ensuring that its staff receives appropriate training to facilitate their performance and encourages their professional development. New employees are provided with an Employee Manual that provides detailed information regarding the Association’s policies and
procedures. Information about accessing the QMP, QAPPs, and SOPs are included in the Manual. Employees are encouraged and, where appropriate, receive financial support to participate in professional training provided by various organizations, including NEWMOA’s training programs. Professional/technical training as a part of each employee’s development objectives is raised and addressed in NEWMOA’s annual employee performance review.

3.5 Training for Quality
All NEWMOA employees are required to read this QMP. By integrating the QMP with NEWMOA’s program and project development process, each Project Manager participates in identifying the data/information quality that are needed for each project and addresses those needs as summarized in the Generic QAPP or a SOP when necessary. NEWMOA’s staff also imparts information concerning the Association’s commitment to quality and the requirements of this plan and the QAPP/SOPs to the Board of Directors and state staff participating on Workgroups.

Element 4 - Procurement of Items & Services
NEWMOA has not to date and does not anticipate the purchase of goods and services for the collection of quantitative environmental, waste, or material data.

4.1 Procurement
The procurement of goods and services is managed in accordance with U.S. EPA grant requirements applicable to states and other government entities. A copy of the current guidance from the Grants Information and Management Section, U.S. EPA Region 1-New England; and a copy of the 40 CFR, Part 31 are included in Appendix A of NEWMOA’s Financial Management and Procedures Manual.

NEWMOA’s policy is to identify and use minority and women-owned businesses where they offer comparable goods and services at competitive costs. To facilitate the implementation of this policy, NEWMOA uses the latest available state publications to identify minority and women-owned (MBE/WBE) vendors of goods and services and utilizes these vendors directly. In the case of purchases made through its procurement process, NEWMOA invites these providers to submit proposals to address the Association’s needs. NEWMOA follows these and the other requirements identified in 40 CFR, Part 31 Section 31.36(e), and it documents its efforts to comply therewith.

The NEWMOA staff must obtain verbal approval from the Executive Director prior to making purchases of $1,000 or greater. For procurements/contracts under $25,000, three price quotes are solicited, where three vendors are available. To obtain these quotes, NEWMOA prepares a request for proposals that is sent to the eligible contractors. For procurements of $25,000 and greater, a request for proposals is advertised and procurements are made using the lowest qualified bidder.

The procurement of goods and services from a sole source, without seeking or obtaining multiple price quotes must be justified in detail, in writing, and approved by the Executive Director.
4.2 Purchasing Guidelines
These guidelines are intended to describe procedures to follow to ensure that NEWMOA buys goods and services at the best price for the level of quality needed. In addition to price, issues to be considered are quality, service, reliability, history of satisfactory performance, responsiveness, and environmental sensitivity. Recycled and recyclable products should be used, whenever possible.

NEWMOA’s policies call for preference to be given to purchasing goods and services from minority-and women-owned (MBE/WBE) businesses. The following are some of the MBE/WBE businesses that NEWMOA uses:

FineLine Communications  
P.O. Box P-66  
South Dartmouth, MA 02748  
Graphics design (WBE)

John Leonard (temp agency)  
75 Federal Street  
Boston, MA 02114  
Clerical (WBE)

Norton Enterprises, Inc.  
358 Chestnut Hill Ave # 305  
Brighton, MA 02135  
Laser printer toner (MBE)

To select a vendor for good and services under $1,000, NEWMOA solicits prices from available vendors. Single time purchases of standard items over $1,000, such as office equipment must be supported by price and terms quotes from at least three vendors. If the purchase involves a generic but branded product (e.g., a photocopier with a specified list of features, but without a brand preference), there should be comparisons among at least five brands and/or vendors.

Office Supplies
Office supplies, such as pens, pencils, copier paper, among others, are ordered through the Administrative Assistant. Orders for documents or reports may be charged to the employee’s American Express card. Staff sometimes makes purchases with personal cash or credit cards, and they must document these for reimbursement on NEWMOA’s Expense Report.

Element 5 - Documents & Records
The most comprehensive, chronological reference record of NEWMOA’s decisions, activities, products, grants, contracts, and financial status is available in the briefing materials that are produced for each Board of Directors meeting. NEWMOA conducts green meetings, and as a result, does not produce hard copies of the documents. The Board of Directors’ meeting materials are shared through data sticks during the meeting and posted in the password protected area of NEWMOA’s website. U.S. EPA representatives participate in NEWMOA Board meetings and are provided with the briefing materials, including detailed minutes of Board meetings and Workplans, via the data stick. All materials produced for Board meetings are stored in a cloud-based storage solution provided by Microsoft, known as SharePoint. SharePoint provides a suite of backup and restore solutions that allow NEWMOA to restore its entire
SharePoint site or just a single file. Details on the available backup and restore services are available on Microsoft’s website at: https://technet.microsoft.com/en-us/library/ee428303.aspx.

Confidential Board materials are handled differently than other documents. Confidential Board materials can include draft comment letters to EPA, proposals on NEWMOA employee compensation and benefits, state enforcement-related documents, and any others that the Board designates as confidential. These materials are labeled as confidential and handed out as hard copies during meetings. NEWMOA restricts the sharing of electronic versions of confidential materials.

NEWMOA has a “Documents Retention/Destruction Policy” that is available upon request. If a contract or grant requires NEWMOA to retain documents and other records for a specified period of time, NEWMOA ensures that those provisions are implemented.

5.1 Central Files
NEWMOA maintains a main or central filing system in the file cabinets in the office. These files cover:

- NEWMOA founding
- By-Laws
- Grants and contracts
- Employee benefits
- Office insurance
- NEWMOA policies
- Financial Reports

Materials that are three years or older are archived and stored in the copy/storage room. All archived boxes are clearly labeled. The copy/storage room is located in 89 South Street, Suite 600.

5.2 Financial Records
NEWMOA’s bookkeeper and Administrative Assistant maintain financial files in file cabinets in the bookkeeper’s office. Data files for NEWMOA’s primary financial management software (QuickBooks) are maintained on-site on a local network file server. These data files are backed up nightly to a secure cloud storage service provider, Jungle Disk.

5.3 Grants/Contracts
NEWMOA’s bookkeeper maintains copies of all grants and contracts and each has a number that NEWMOA staff use to track them. All information pertaining to a particular grant or contract is kept in one folder.

Element 6 - Computer Hardware & Software

NEWMOA’s computer applications are used primarily for narrative material and typical non-scientific office applications. Ensuring an appropriate level of data/quality is therefore a transparent process the success of which can be determined and expressed by NEWMOA’s clients/users as “general satisfaction” or the “absence of avoidable errors.”
NEWMOA has seven networked computer work stations as well as a file server. Laptop computers are also available as remote work stations and for out-of-office use. NEWMOA Project Manager, Andrew Bray functions as NEWMOA’s Information Management Systems Lead. Decisions about system needs and development priorities are made by the Executive Director assisted by Mr. Bray and in consultation with the staff that will be using the various applications. The purchase of computers is through the competitive process described under Procurements in Element 5 above.

Andrew Bray is also responsible for the overall operation of NEWMOA’s major software applications, including its databases and its websites. The websites are operated under contract with and are hosted by an internet services provider.

**Element 7 - Planning**

NEWMOA’s overall planning process and its individual project planning process are described in Element 2. In addition to NEWMOA’s internal processes, some of its activities are conducted under federal grants/cooperative agreements or contracts that require a definitive statement of project goals, outputs, and/or products. Periodic interim reports and final reports concerning project accomplishments are required. EPA, USDA, and other funders require an explanation when outputs are late, missing, or deficient. In addition, NEWMOA’s Board and U.S. EPA participants at NEWMOA Board meetings are provided with reports identifying all of NEWMOA’s accomplishments year-to-date and an Annual Report that details accomplishments for the year.

**Element 8 - Implementation of Work Processes**

The planning and management systems that NEWMOA employs are based on consensus between the clients/users of the products and services, those performing/producing the products and services, and those funding the activities concerning the controls needed to ensure success. Areas of required agreement include: project goals, activities, schedules, budgets, definition of products/services, and measures of success. The need for QA/SOP’s to ensure conformance to particular expectations is a key determination in the planning of a project.

**Element 9 - Assessment & Response**

NEWMOA’s planning and management cycle is conducted annually to coincide with NEWMOA’s fiscal year as outlined in Element 1. A detailed report of NEWMOA’s accomplishments, for comparison to its approved workplan for the year, is provided to NEWMOA’s Board toward the end of the fiscal year. The Executive Director’s performance and the performance of NEWMOA staff are reviewed based on performance relative to the workplan. Corrective measures are detailed in the Executive Director’s employment contract and in each employee’s performance appraisal report. Corrective measures are included in the Association’s workplan for the coming year. All of these activities are conducted in the context of NEWMOA’s multi-year strategic plan.

Individual projects are subjected to regular review by the NEWMOA Board and state staff in the Workgroups that are managing the projects. Regular updates and consensus on the next steps are characteristic of this project management process. Finally, projects that produce written products
are subjected to final review and approval by state Workgroups and Program Managers and the Board. The goal of this process is to identify deficiencies and correct them before work is completed.

The NEWMOA project review and management process is integrated with U.S. EPA grant management procedures.

NEWMOA formally reviews and updates the entire QMP in the year prior to the end of the five year term of the Plan. The next full review and update will start in 2020. If a question or issue arises in the interim because of a new project or initiative, NEWMOA’s Board will revisit the QMP and determine whether it needs to be revised.

Element 10 - Quality Improvement

Periodic review and revision/refreshment of NEWMOA’s mission and strategic direction is conducted through direct consultations of member-states, U.S. EPA, and NEWMOA staff to ensure that NEWMOA understands and meets its member states’ environmental program support needs. The annual planning and review process described above ensures that the member states are in control of NEWMOA’s priorities and are actively involved with NEWMOA staff in assuring the quality and utility of its work, and that areas of deficiency are detected and corrected expeditiously. Finally, NEWMOA’s project management practices ensure that each project is planned to meet the needs and requirements of the member states and U.S. EPA and that products and expectations are clearly defined and documented. NEWMOA’s goal is to anticipate potential problem areas in performing the work and to detect and correct any problems that may occur before completion of the project wherever possible. NEWMOA’s planning, management, and continuing efforts to update and improve its performance at all levels are documented in the form of meeting notes, minutes, and reports that are distributed broadly and maintained for easy access by interested parties.
Appendices
Appendix A

NEWMOA’s FY 2016 Workplans
As Approved by the NEWMOA Board of Directors October 1-2, 2015

Hazardous Waste (HW) Program & Sustainable Compliance Strategies
Support Workplan
October 1, 2015– September 30, 2016

Hazardous Waste Program

Provide a variety of training and support services to help state hazardous waste programs
develop and maintain high quality programs and professional staff so that they can achieve their
public health and environmental objectives.

Goals

➢ Improve the capacity of state HW program staff to implement RCRA regulations
➢ Articulate state program views on EPA rulemakings and other policy developments
➢ Coordinate with EPA Regions 1 and 2

Strategies & Implementation Activities

➢ Provide a forum for discussion of emerging hazardous waste issues and federal
rulemakings and policy developments
  • Facilitate four Hazardous Waste Steering Committee conference calls
    o Discuss priority topics and share information
    o Form temporary subgroups to develop and submit comments on proposed federal
      rules, including the Pharmaceutical Waste Rule and Generator Improvement Rule
    o Provide input to the NEWMOA Hazardous Waste Program Chair prior to the
      NEWMOA Board meetings
    o Coordinate and oversee NEWMOA’s HW workplan and funding
    o Establish NEWMOA HW working groups to carry out projects
  • Maintain hazardous waste section of NEWMOA’s website

➢ Develop and hold information-sharing and training events to address state RCRA
programs’ policy and technical needs
  • Facilitate four Hazardous Waste Training Workgroup conference calls to plan
    calls/webinars and workshops
  • Hold 11-12 information-sharing webinars or conference calls; topics based on results of a
    survey and Training Workgroup discussions; prepare, distribute, and post notes on the
    results of the calls
  • Organize RCRA inspector training workshops for New England states and NJ; post
    presentations from the workshops
  • Conduct a survey to identify 2017 training priorities
➢ Assist EPA in understanding state perspectives, needs, and issues with hazardous waste management
  • Invite RCRA Program Managers from EPA Regions 1 and 2 to Board meetings for updates and information sharing
  • Participate in semi-annual EPA Region 1 meetings with state RCRA Program Managers
  • Assist with planning a meeting between EPA Region 2 and NY and NJ RCRA Program Managers
  • Meet and communicate with EPA Regions 1 and 2 RCRA Program Managers
  • Participate in ASTSWMO’s annual meeting/s

➢ Offer inspector and other training for staff that are new to the hazardous waste programs
  • Coordinate with EPA HQs to share updates and information on EPA’s training modules for RCRA inspectors

➢ Facilitate NEWMOA’s Hazardous Waste Manifest Workgroup
  • Organize and facilitate 1-2 conference calls of NEWMOA’s Hazardous Waste Manifest Workgroup; prepare and distribute notes on the results of the calls
  • Monitor the development of the EPA e-manifest system and share updates and reports with the Workgroup
  • If appropriate, with available resources and Board concurrence, submit comments and recommendations to EPA on the e-manifest system
  • Explore options for supporting state participation in the EPA e-manifest system that helps improve state efficiency and availability of manifests for state officials

➢ Support state implementation of an initiative to provide flexibility with how state programs conduct inspections of pharmacies that have notified as large quantity generators (LQGs)
  • Conduct 2 conference calls of key NEWMOA HW program contacts and EPA Regions 1 and 2 to discuss the ongoing implementation of and results from the regional initiative targeting pharmacies for RCRA inspections; prepare and distribute notes on the results of the calls
  • Assist state programs in preparing their reports to EPA on the results of this initiative

➢ Facilitate NEWMOA’s Pharmaceutical Waste Workgroup
  • Organize and facilitate 3 conference calls of NEWMOA’s Pharmaceutical Waste Workgroup; prepare and distribute notes on the results of the calls
  • Assist the HW Steering Committee with preparing comments on the proposed EPA pharmaceutical waste rule in coordination with the HW Steering Committee and NEWMOA Board

Sustainable Compliance Results Workgroup Support (Cross Program Initiative)
Help pilot and deploy a variety of innovative strategies that improve the efficiency and effectiveness of state programs and that address environmental problems that cross traditional program boundaries.

Goals
➢ Improve the capacity of state program staff to implement integrated compliance strategies
➢ Articulate state program views to EPA and other policy makers

Strategies & Implementation Activities

➢ Support NEWMOA’s Workgroup on sustainable compliance results strategies
   • Rebrand and revitalize the Sustainable Compliance Results Workgroup and decide on a new focus and purpose
   • Organize and facilitate 2-3 conference calls of the Workgroup and prepare and distribute notes on the results of the calls

➢ Provide general support for compliance results activities
   • Update and maintain NEWMOA’s ERP Webpage (www.newmoa.org/erp/) and ERP Consortium website www.erpstates.org/

Lean & Other Continuous Improvement Practices to Promote Efficiency & Effectiveness of State Programs (Cross Program Initiative)

Goal
➢ Improve the capacity of state program staff to develop and implement Lean and other process improvement initiatives and coordinate with EPA

Strategies & Implementation Activities

➢ Provide a forum for sharing information on and discussions of continuous improvement initiatives and applications by NEWMOA’s members
   • Organize and facilitate 2-3 conference calls of NEWMOA’s Lean Practitioners Workgroup and prepare and distribute notes on the results of the calls
   • Organize 2 webinars to share information on state and EPA Lean projects

➢ Provide general support for state continuous improvement activities
   • Maintain and update NEWMOA’s Lean Practitioners Webpage (www.newmoa.org/about/lean/index.cfm)

Sustainable Materials Management & Solid Waste Program Workplan
October 1, 2015 – September 30, 2016

Solid Waste Program & Sustainable Materials Management (SMM)
Helps states develop and promote sustainable materials management strategies, including reduction, reuse, recycling, and proper waste management for a wide variety of solid wastes through training, information sharing, program coordination, and analyzing data.

Goals
➢ Improve the management of solid wastes in the region, including increased solid waste minimization and recycling
Increase interstate coordination to understand and address sustainable materials management and priority solid waste issues
Articulate state program views on EPA rulemakings and other policy developments

Strategies & Implementation Activities

Provide an information-sharing forum to address state solid waste (SW) programmatic and technical needs, including studies of materials and waste characterization
- Hold quarterly conference calls of the Solid Waste Steering Committee to:
  o Discuss priority topics and share information
  o Provide input to the NEWMOA Solid Waste and SMM Program Chair prior to the NEWMOA Board meetings
  o Coordinate and oversee NEWMOA’s SW and SMM workplan and funding
  o Track EPA’s SMM activities and share with appropriate NEWMOA workgroups
  o Prepare and submit comments to EPA on priority issues, if applicable
  o Establish SW and SMM working groups to carry out projects, if needed
- Hold three webinars or conference calls on priority SW topics chosen by the Solid Waste Steering Committee:
  o Scrap metal regulations/BMPs in the northeast region focused on facilities that do not handle automobiles
  o Use of closed landfills for placement of solar arrays: experiences and lessons learned in the northeast
  o Conversion technology alternatives to waste-to-energy for MSW: update to August 2013 webinar focused on actual projects and results in the US (if there is not enough new information, then the alternative topic would be organics diversion efforts and management in the northeast, which would be organized in coordination with the Food Waste Workgroup)
- Maintain solid waste section of NEWMOA’s website

Support state programs in their efforts to advance “zero waste” and “beyond waste” by training state and local officials about these approaches and sharing experiences of successful programs within and outside of the region
- Undertake and complete the “Promoting Reuse and Recycling of Bulky Wastes in Rural Areas” project for USDA
  o Develop Project Steering Committee and hold 2-3 conference calls to oversee the project; Project Partners include: Central Vermont Solid Waste District; Franklin County (MA) Solid Waste Management District; Mid-Coast Economic Development District; Northeast Kingdom Waste Management District; ME DEP; MassDEP; and VT DEC
  o Develop Stakeholder Groups in each Project Partner location
  o Develop “Best Management Practices Guidance for Establishing and Operating Bulky Waste Reuse and Recycling Programs in Rural Communities”
  o Develop “What to do with Unwanted Bulky Items” fact sheets for each Project Partner location
  o Develop training curriculum and hold workshop for stakeholders in each Project Partner location
  o Provide hands-on training for solid waste systems operators and managers in one Project Partner location
● Develop Action Plan and next step commitments with each Project Partner
● Survey Stakeholder Groups, Project Partners, and workshop attendees to document the results of the Project
● Share project materials and results with a broader audience via a webinar

➢ Identify opportunities for state agencies to advance organics recycling, through the use of methods, such as food waste anaerobic digestion and support implementation
  • Organize 2-3 conference calls of the Food Waste Workgroup to share information, strategies and tools, and identify areas for coordination and collaboration
  • Develop anaerobic digestion project proposal for submission to foundations or other funding sources

➢ Support state implementation of extended producer responsibility (EPR) programs to address priority solid wastes
  • Organize 2-3 conference calls of EPR Implementation Workgroup to:
    o Share information, strategies, and tools
    o Identify and recommended next steps for coordination and collaboration
    o Assist and communicate with the Northeast Committee on the Environment (NECOE)
    o Discuss opportunities for regional coordination on implementation of EPR programs
  • Share information on regional markets for products targeted by EPR programs, including mattresses, tires, and carpet
  • Participate in PSI conference in December
  • Support NECOE meetings and discussions

➢ Help state programs improve solid waste data collection and analysis
  • Conduct analysis of available data to help programs understand the interstate flow and disposal of municipal solid waste (MSW) within and outside of the region for use in state policy development and programs
    o Modify Excel spreadsheet to accept 2014 data
    o Collect 2014 MSW disposal data from MSW Metrics Workgroup as it becomes available (generally expected to be spring and summer 2016) and enter into spreadsheet
    o Initiate data analysis and draft presentation graphics, if possible
  • Help programs improve reuse/recycling of C&D materials
    o Hold 3-4 conference calls of the C&D Materials Workgroup to plan and review the analysis of 2013 C&D materials processing, recycling, and disposal data; and share information on priority C&D materials issues
    o Gather C&D materials data from state programs
    o Analyze 2013 state C&D materials processing, recycling, and disposal data; identify recycling market issues and needs; and publish presentation
    o Evaluate the C&D materials section of EPA’s national State Data Measurement Sharing Program (SDMSP) system to develop changes NEWMOA states would need in order to use it as a data management system for C&D materials recycling and disposal data
    o Participate in the SDMSP review discussions that EPA coordinates to request the C&D materials changes and to prepare comments, as necessary and feasible

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• Help programs understand and prioritize municipal solid waste data collection needs and uses
  o Hold 3-4 conference calls of the MSW Metrics Workgroup to determine key metrics for measuring progress toward SMM and identify opportunities for regional coordination
  o Develop and share a user friendly version of the draft spreadsheets developed in FY 2015 that summarize the information that states collect on MSW with EPA
  o Provide EPA with feedback on the State Data Measurement Sharing Program (SDMSP) and suggest ideas for what NEWMOA could do that might help inform next steps on measuring SMM

➢ Assist EPA in understanding state perspectives, needs, and issues in solid waste management

• Coordinate with EPA Region 1 SMM program
  o Participate in conference calls and webinars organized by EPA Region 1 SMM program
  o Meet with EPA Region 1 SMM staff to share information and coordinate

• Coordinate SMM discussions in EPA Region 2
  o Organize and hold semi-annual conference calls of EPA Region 2, NJ DEP, NYS DEC, and NEWMOA SMM staff to share information, identify priorities, and plan an annual meeting
  o Organize an annual SMM meeting of EPA Region 2, NJ DEP, NYS DEC, and NEWMOA SMM staff to share information and coordinate efforts

➢ Maintain a database of state-approved beneficial uses of industrial and commercial non-hazardous waste to help stimulate proper reuse and recycling of these materials
  • Maintain NEWMOA BUD Database, including sending automatic e-mail reminders in November and April

➢ Convene working group to discuss disaster debris planning and coordinate with EPA
  • Update state contacts in the Disaster Debris Networking Group
  • Ask members to share state disaster debris management plans
  • Convene a conference call to discuss the status of state and local disaster debris management planning and identify next steps

Waste Site Cleanup (WSC), Brownfields, & Contaminated Soils Workplan

October 1, 2015 – September 30, 2016

Waste Site Cleanup & Brownfields Program

Provide training and program support services to help members’ waste site cleanup programs successfully advance the cleanup and maintenance of contaminated property, and thereby improve economic development, public health, and the environment.

Goals

➢ Improve the efficiency and effectiveness of characterization and remediation at contaminated sites in the Northeast
Increase interstate coordination to improve state waste site cleanup and Brownfields programs

Improve the technical capacity of state waste site cleanup program staff and the consulting community to address emerging issues

Articulate state program views on EPA rulemakings and other policy developments

**Strategies & Implementation Activities**

- **Help state programs develop strategies to improve the effectiveness of site cleanup and Brownfields programs**
  - Facilitate four conference calls of the Waste Site Cleanup (WSC) Steering Committee
    - Discuss priority topics and share information
    - Develop and submit comments on federal rulemakings, if appropriate
    - Provide input to the NEWMOA WSC Program Chair prior to the NEWMOA Board meetings
    - Coordinate and oversee NEWMOA’s annual workplan and funding
    - Establish working groups to carry out projects

- **Develop 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**
  - Facilitate two to three conference calls of the WSC Training Workgroup to develop and oversee plans for workshops and webinars
  - Organize one-day workshops for state and federal programs and consultants – each held in three locations:
    - Real-time Data Collection & Interpretation: Hands on Workshop: March/April in CT, MA, & NH
    - Workshop Topic Chosen in December; deciding between: “Monitored Natural Attenuation – When is it Appropriate?” and “Treatment of Chlorinated Solvents in Bedrock”: June/September in CT, MA, & NH
  - Partner with national organizations, as appropriate to enable state staff to attend state-of-the-art workshops and conferences, including the October 2015 AEHS 31st Annual International Conference on Soils, Sediments, Water, and Energy at UMass Amherst; communicate with the ITRC regarding the potential to bring their Petroleum Vapor Intrusion and/or LNAPL classes to the Northeast region

- **Help states learn about emerging cleanup issues and identify strategies to address them**
  - Organize two or three webinars for state programs on topics chosen from the following:
    - Multi-incremental Sampling
    - PCBs, Lead, and Asbestos – Managing Hazardous Building Materials
    - Treatment of Chlorinated Solvents in Bedrock – NYS DEC Case Study
    - Geophysical Evaluation of Bedrock Drinking Water Wells: Understanding the Science
  - Maintain and update WSC section of NEWMOA website

- **Help coordinate the state and federal Brownfields programs and share information on program challenges and successes**
• Organize and hold annual states/EPA Region 1 Brownfields Program Managers meeting (typically in May)

Mildly Contaminated Soils - Cross Program Project with the Solid Waste Program

Goals:
➢ Facilitate a regional dialogue to assist states as each develops a framework that:
  • Protects human health and the environment
  • Provides clarity for utility; construction; other private developers; and municipal, county, and state government agencies
  • Develops requirements that are not onerous for the state or stakeholders to implement
  • Preserves landfill capacity by allowing non-landfill uses, as appropriate
  • Promotes cost effective alternatives
  • Advances consistency within the state
  • Advances consistency among states in the region, to the extent feasible

Strategies & Implementation Activities

➢ Maintain and improve the online summary of available resources, including rules, guidance documents, and fact sheets regarding approaches for managing mildly contaminated soils
  • Continue to organize and post information supplied by state programs
  • Manage a publically-accessible version of the website that contains published information
  • Work with state programs to keep the information and links up-to-date

➢ Provide a forum for state programs to discuss approaches and policies they are considering for managing mildly contaminated soils
  • Hold two Workgroup conference calls to keep state program staff informed of changes under consideration or in development, and provide the opportunity to obtain input (typically in November and May)

Pollution Prevention & Sustainability Workplan
October 1, 2015 – September 30, 2016

Pollution Prevention & Sustainability Program
Helps advance pollution prevention (P2), assistance, and sustainability through information sharing, training, data sharing and analysis, and a wide variety of targeted sector and topical projects to promote economic prosperity and public health and environmental improvement.

Goals
• Identify priority industrial, business, and institutional sectors and create forums for information sharing on work with these sectors;
• Develop coordinated strategies for working on priority issues, including the development of tools to promote and inform the implementation of P2 and sustainable practices and technologies;
• Facilitate communication among state assistance and P2 programs and the U.S. EPA to
help improve the understanding of each other’s perspectives;

- Foster the exchange of information and the adoption of more sustainable practices in targeted areas;
- Improve the ability of state P2 programs to measure their effectiveness and the environmental benefits achieved through their efforts and those of their clients;
- Support state programs efforts to collect and share a consistent set of data on the results of their P2, energy efficiency, and greenhouse gas reduction activities;
- Exchange information with other programs nationally through P2Rx and explore opportunities for leveraging resources and solving problems collaboratively; and
- Support state assistance and P2 programs with promoting materials tracking, energy efficiency, and GHG reductions through use of software tools.

Strategies & Implementation Activities

➢ Identify priority industrial, business, and institutional sectors and create forums for information sharing on work with these sectors
  - Hold four conference calls of the P2 and Sustainability Steering Committee
    - Discuss priority topics and share information
    - Provide input to the NEWMOA P2 & Sustainability Program Chair prior to the NEWMOA Board meetings
    - Coordinate and oversee NEWMOA’s P2 & Sustainability workplan and funding
    - Establish P2 and Sustainability working groups to carry out projects
  - Conduct survey of the states to identify their training priorities to inform P2 and Sustainability activities in 2016
  - Manage NE P2 Roundtable listserv
  - Maintain P2 & Sustainability section of NEWMOA website

➢ Develop coordinated strategies for working on priority issues, including the development of tools to promote and inform the implementation of P2 and sustainable practices and technologies
  - Manage Hospitality Workgroup and hold a conference call
  - Manage Grocery Workgroup and hold two conference calls
  - Convene a Brewery Workgroup and hold two conference calls
  - Support states’ efforts to utilize the Green Business software in the grocery sector

➢ Facilitate communication among state assistance and P2 programs and the U.S. EPA to help improve the understanding of each other’s perspectives
  - Meet with EPA Regions 1 and 2 staff to coordinate NEWMOA’s P2Rx activities with regional and national priorities
  - Manage P2 & Sustainability Roundtable, Hospitality Workgroup, and Garment Cleaning Networking Group listservs

➢ Foster the exchange of information and the adoption of more sustainable practices in targeted areas
  - Promote and hold two garment care wet cleaning demonstration site events at existing wet cleaners throughout the region
  - Site, promote, and hold two garment care wet cleaning pop-up demonstration site events throughout the region
• Manage the National Sustainable Lodging Network
  o Maintain content, adding events and resources
  o Leverage groups to advance issues/activities
  o Promote site through bi-weekly emails
  o Collaborate with P2Rx Centers on Green Casinos
  o Direct market site to lodging operations

• Support the Green Lodging Calculator

• Manage the Zero Waste Connection
  o Maintain content, adding events and resources
  o Promote site through bi-weekly emails
  o Market to state and local programs nationally
  o Direct market site to federal, state, and local programs

o Manage the Green Chemistry Connection
  o Maintain content, adding events and resources
  o Market site to national audience
  o Promote & support Network
  o Coordinate with GC3 to explore opportunities to collaborate on the GCC and Innovation Portal

o Update Northeast P2 Programs Directory as part of the P2Rx National Programs Directory
  ➢ Respond to information requests from NEWMOA members, other P2Rx Centers, and others
  ➢ Host a webinar on research into perc substitutes in the dry cleaning sector

➢ Improve the ability of state P2 programs to measure their effectiveness and the environmental benefits achieved through their efforts and those of their clients
  • Monitor and participate in EPA development of metrics reporting requirements
  • Manage P2 and Compliance Assistance Metrics and P2 Results listservs
  • Support states' efforts to enter data into the National P2 Results Data System
  • Build data import capabilities from the CA Green Business Network software to the National P2 Results Data System (work slated to begin October 2016)
  • Review grocery refrigeration practices and metrics and amend as needed
  • Co-chair the P2 Results Task Force
  • Seek funding to support upgrades to the National P2 Results Data System

➢ Exchange information with other programs nationally through P2Rx and explore opportunities for leveraging resources and solving problems collaboratively
  • Coordinate information sharing projects and information standards with other P2Rx Centers by participating in P2Rx meetings and conference calls
  • Promote P2Rx information resources and service throughout EPA and the state programs by periodically broadcasting messages about products and services through listservs and e-newsletters
  • Chair quarterly calls of the P2Rx Web Workgroup to identify opportunities to improve P2Rx web resources

IMERC Workplan
October 1, 2015 – September 30, 2016

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Interstate Mercury Education & Reduction Clearinghouse (IMERC)

*Help states implement laws and programs aimed at getting mercury out of products, the waste stream, and the environment*

**Goals**
- Provide ongoing technical and programmatic assistance to states that have enacted mercury education and reduction legislation
- Act as a single point of contact for industry and the public for information on mercury-added products and member states' mercury education and reduction programs

**Strategies & Implementation Activities**

- **Manage the Clearinghouse and implement the IMERC Strategic Plan to support state laws and programs that address key sources of mercury pollution and thereby protect and enhance public and environmental health**
  - Coordinate ongoing efforts related to NRDC-NEWMOA's June 2015 petition to EPA on mercury reporting
  - Partner with other groups or agencies to advance mercury reduction efforts (e.g., Natural Resources Defense Council, Quicksilver Caucus, Product Stewardship Institute, and/or Environmental Protection Agency)
  - Coordinate approximately four conference calls of the IMERC Steering Committee to:
    - Elect Chair and Vice Chair *(already done)*
    - Discuss priority topics and share information
    - Coordinate and oversee IMERC's annual workplan and funding
    - Report on the status of IMERC state dues and other funding sources
    - Coordinate state enforcement efforts related to mercury product reduction requirements
    - Manage IMERC Workgroups that carry out specific projects
  - Convene approximately two conference calls of the Budget Subcommittee to:
    - Assess the future of IMERC's funding, including possible scenarios for collecting funds from non-state entities (e.g., as an "affiliate" or "supporting member")
    - Make a recommendation for increased membership dues by a certain percentage, which will be reassessed on a proposed schedule (e.g., every three years)

- **Help state programs implement mercury-added product notification, labeling, phase-out, and ban programs**
  - Implement mercury-added product notification requirements by coordinating activities of the Notification Workgroup
    - Conduct administrative review of IMERC Mercury-added Product Notification Forms and assign further technical reviews to appropriate states
    - Coordinate with the Workgroup Chair to convene approximately six conference calls of the IMERC Notification Workgroup (note: FY 2016 will focus on outstanding 2013 triennial reports, companies with older submissions that need to get caught up, and the 2015/2016 annual auto forms)
    - Address compliance assistance requests from facilities regulated under state mercury reduction laws that include Notification requirements
    - Send approval and comment letters to reporting entities through the e-filing system
- Send inquiry letters to companies suspected of being out-of-compliance with Notification requirements; assign state follow-up as needed
- Maintain an active listing of mercury-added product manufacturers and their notification submission status
- Maintain and update notification guidance on the IMERC webpages
- Maintain and update the Mercury-Added Product e-filing system

- Implement mercury-added product labeling requirements by coordinating activities of the Labeling Workgroup
  - Conduct completeness review and share alternative labeling plan applications with the IMERC Labeling Workgroup
  - Coordinate with the Workgroup Chair to convene approximately four conference calls to review applications
  - Coordinate communications between lamp manufacturers and the state programs regarding an ongoing conversation on a proposed alternative labeling plan for mercury-added bulbs
  - Address compliance assistance requests from facilities regulated by state product labeling requirements
  - Send compliance letters to companies with expired alternative labeling plans
  - Maintain an active listing of approved alternative labeling plans, including their expiration dates
  - Maintain and update labeling guidance on the IMERC webpages
  - Maintain an updated Alternative Labeling Plan Application Form and Instructions

- Facilitate compliance with mercury-added products bans and phase-outs by coordinating activities of the Phase-Out Workgroup
  - Conduct completeness review and share Mercury-added Product Phase-out Exemption Applications to the appropriate state programs
  - Coordinate with the Workgroup Chair to hold approximately two conference calls of the IMERC Phase-out Workgroup to coordinate state efforts
  - Coordinate communications between manufacturers of pressure transducers and applicable states to determine if both parties can come to an agreement on the terms for a possible mercury-added product exemption
  - Address compliance assistance requests from companies that are regulated by state mercury product bans, phase-outs, and collection plan requirements
  - Send compliance letters to companies with expired exemption applications
  - Maintain an active listing of all exemption applications including whether they were denied or approved and their expiration dates
  - Maintain an active listing of collection plans for states that require these
  - Maintain and update product ban/phase out guidance on the IMERC webpages
  - Maintain an updated Phase-out Exemption Application Form and Instructions

- Coordinate education and outreach activities to promote IMERC and state mercury reduction programs by coordinating with the Education & Outreach Workgroup
  - Support state outreach and education efforts and hold approximately two conference calls of the IMERC Education & Outreach Workgroup
  - Analyze and publish data on trends in mercury use in products from 2001 – 2013
  - Update six product category fact sheets with 2013 data analysis, as well as information on state collection requirements and extended producer responsibility efforts (as appropriate)
  - Develop and publish at least two issues of IMERC Alert
Maintain overall IMERC webpages

- Help state programs continue to manage effective mercury reduction programs by sharing information on program activities, successes, and challenges
  - Manage Mercury Policy, Legislation, and Regulations listserv
  - Maintain and update mercury section of the NEWMOA website
  - Host at least two webinars to present information on reductions in mercury use in products; one that will be limited to federal, state, and local government officials; and a second that will be open to a broader audience, including the regulated community and other interested parties
  - Seek other opportunities to promote IMERC’s data analysis on trends in mercury use in products, including speaking at additional webinars and conferences

IC2 Workplan
October 1, 2015 – September 30, 2016

Interstate Chemicals Clearinghouse (IC2)
Promotes a clean environment, healthy communities, and a vital economy through the development and use of safer chemicals and products.

Goals
- Avoid duplication and enhance efficiency and effectiveness of state agency initiatives on chemicals through collaboration and coordination
- Build governmental capacity to identify and promote safer chemicals and products
- Ensure that agencies, businesses, and the public have ready access to high quality and authoritative chemicals data, information, and assessment methods

Strategies & Implementation Activities

- Support the IC2 Board & Council
  - Facilitate four IC2 Council calls, two Board-only calls, & weekly IC2 Executive Committee calls
  - Post Board/Council and workgroup meeting agendas and notes
  - Help plan a face-to-face meeting

- Support the development of alternatives assessment methods and identification of safer alternatives by state agencies
  - Facilitate four IC2 Alternatives Assessment Workgroup calls
  - Populate the Chemical Hazard Assessment Database (CHAD) with GreenScreen® and QCAT assessments
  - Enhance the CHAD’s functionality
  - Post new alternatives assessments as they become available
  - Create or support industry or use-specific guidance on how to apply the IC2 AA Guide
  - Create guidance on how to do a chemical hazard assessment on mixtures
  - Update the IC2 AA Guide Exposure Module to include “comparative exposure” as defined in the National Academy of Sciences Report
• Update the IC2 AA Guide to include chemical footprint and other new initiatives
• Promote adoption of AA at the Society of Environmental Toxicology and Chemistry (SETAC) and other appropriate events

➢ Facilitate the sharing of data and information on chemical use, hazard, exposure, and alternatives
• Facilitate six IC2 Database Workgroup calls
• Develop a data standard for chemical use reporting
• Develop a grant proposal to EPA to support development of an online chemical use disclosure system
• Initiate development of chemical use disclosure system requirements
• Assist NYSDEC’s development and implementation of its cleaning product ingredient chemicals disclosure program
• Implement IC2 Board-approved changes to the State Chemicals Policy Database
• Update the State Chemicals Policy Database with 2016 legislation
• Track state and federal efforts to prioritize chemicals of concern
• Update States’ Chemicals of Concern (SCoC) Database, as needed
• Consider development of a data standard for a product testing online database
• Explore grant funding to support IT development of interstate system for sharing product testing data

➢ Support IC2’s Governance and Recruitment Efforts
• Facilitate four IC2 Governance, Outreach, and Recruitment Workgroup calls
• Revise outreach and recruitment materials
• Revise governance structure, as needed
• Develop recruitment goals
• Create crib sheet for member recruitment
• Post teasers on public-facing part of the website regarding what IC2 members are discussing
• Develop user-friendly way to track Workgroup discussions

• Help build state capacity by sharing materials, strategies, and trainings
• Facilitate four IC2 Training Workgroup calls
• Hold four to six training webinars
• Explore opportunities to work with partners to organize one or two of the webinars
• Coordinate semiannual IC2 membership roundtable calls
• Participate in three to four EPA conference calls to share updates on state and EPA activities
• Evaluate training event content and participation levels
• Manage IC2 and National Chemical Policy listservs to share information on state and federal chemical policy initiatives and activities
• Plan training workshop during a possible face-to-face IC2 meeting

➢ Support IC2 external communications
• Maintain and update the IC2 website
• Publish three IC2 e-Bulletins focusing on updates on state and local efforts, including development of lists of chemicals and products of concern, green chemistry, environmentally preferable purchasing, and other policy initiatives
• Represent IC2 at external meetings
Title: Executive Director

Location: NEWMOA, 89 South Street, Suite 600, Boston, MA 02111

Salary: To be determined by the NEWMOA Board of Directors. Benefits include vacation, personal and sick leave, health and dental insurance, and retirement contribution.

Minimum Qualifications

Experience
Minimum of 10 years of full time or equivalent part time professional experience in the field of environmental science, engineering, or a related field, at least five of which should be in a management capacity involving planning, budgeting, personnel management, and technical oversight of a complex project/program.

Education
An undergraduate degree with a major in environmental science, environmental policy, engineering, or a related field is required. A graduate degree in a relevant field is strongly preferred (e.g., a major in environmental science, public policy, public administration, planning, or public health).

Basic Knowledge & Skills
- Extensive understanding of and experience with federal and state waste management and waste site cleanup laws, policies and programs, including an understanding of state government processes and decision-making
- Understanding of new and emerging directions in waste management and waste site cleanup, and how state waste programs can affect and be affected by them, such as chemical management policies, pollution prevention, product stewardship/extended producer responsibility, and zero waste
- Comprehensive understanding of the challenges facing state waste programs and the benefits, incentives and methods for developing successful partnerships with stakeholders that can help state waste management programs achieve their goals
- Excellent written and verbal communications skills
- Excellent organizational skills
- Excellent facilitation, teamwork and problem solving skills
- Ability to work effectively with scientists, engineers, and policy makers
- Ability to establish effective working relationships with U.S. EPA, officials of other government agencies at all levels, and other public and private organizations with interests in NEWMOA’s work
- Demonstrated ability to supervise staff
- Demonstrated ability to communicate with and to work effectively with a Board of Directors
• Understanding of non-profit management
• Demonstrated ability to supervise the financial management of the Association, and to prepare and manage budgets, grant proposals and contracts

General Duties & Responsibilities
• Identifies needs and opportunities for interstate/regional cooperation and partnerships in the waste management and related programs, in concert with the NEWMOA Directors
• Develops and implements strategic plans for interstate efforts to support state waste programs, in concert with the NEWMOA Directors
• Identifies and pursues opportunities for funding NEWMOA projects
• Manages NEWMOA workgroups of state staff and managers on particular issues
• Establishes working relationships with member state agencies, U.S. EPA, and other stakeholders with interests in NEWMOA’s work
• Manages the day-to-day operation of the Association:
  o Supervises development and implementation of the annual program workplan, strategic plans and budgets
  o Oversees grants from U.S. EPA and other funding sources; ensures fulfillment of grant requirements (including submittal of progress reports and other documents)
  o Organizes and facilitates meetings of NEWMOA’s Board of Directors
  o Reviews and approves policy papers, comments, and other documents submitted to state environmental officials, U.S. EPA and others
  o Supervises NEWMOA staff and contractors employed by the Association
  o Supervises preparation of NEWMOA’s Annual Report, fiscal audits, and financial management activities
  o Ensures implementation of NEWMOA’s Quality Management Plan and acts as “QM” contact

Supervisory Controls
The NEWMOA Executive Director works under the supervision of the Association’s Board of Directors. Contract is renewed annually by the Board of Directors.

Title: Project Manager

Location: NEWMOA, 89 South Street, Suite 600, Boston, MA 02111

Salary: To be determined by the NEWMOA Board of Directors. Benefits include vacation, personal and sick leave, health and dental insurance, and retirement contribution. If a Project Manager works less than 30 hours per week, they are classified as part time and are paid on an hourly basis. Part time employees are not entitled to benefits; they receive added compensation in lieu of these benefits.

Minimum Qualifications
Experience
Minimum of five years of full time or equivalent part time professional experience in the field of environmental science or equivalent combination of the required experience and the educational substitutions described below.
Education
An undergraduate degree from a recognized school with a major in biology, chemistry, physics, earth science, environmental science, or engineering may be substituted for a maximum of two years of the required experience. A graduate degree from a recognized school with a major in one of the fields listed above may be substituted for a maximum of one year of the required experience.

Basic Knowledge & Skills
- Knowledge of federal and state waste management and P2 policies and programs
- Excellent communications skills, both verbal and written
- Good organizational skills
- Excellent facilitation, teamwork, and problem solving skills
- Ability to work effectively with scientists, engineers, and policy makers and to establish professional credibility
- Ability to work independently and as part of a team
- Ability to assist with managing and preparing budgets, grant proposals and contracts

General Duties & Responsibilities (Specific duties and responsibilities to be assigned depending on the NEWMOA Program)
- Manages NEWMOA Workgroup/s of state staff and managers on particular issues
- Manages annual project workplans and budgets
- Assists with preparing U.S. EPA grants and fulfillment of grant requirements
- Provides information for state members on particular topics
- Organizes Workgroup meetings and conference calls
- Assists with preparing policy papers and comments to U.S. EPA and others as needed
- Helps prepare progress reports to U.S. EPA
- Assists with the organization of NEWMOA training programs
- Organizes training workshops, conferences, or seminars
- Prepares technical or policy documents, reports, and memos

The satisfactory performance of the above duties and responsibilities requires the employee to have a thorough understanding of NEWMOA’s programs, organization, and policies to exercise initiative and resourcefulness in complicated situations and to be able to work effectively with state and federal contacts at both staff and management levels and with varied professional backgrounds. Required is the ability to organize the workload and perform tasks in an accurate, conclusive, and timely manner.

Supervisory Controls
Project Managers are under the supervision of the NEWMOA Executive Director and the Board of Directors. Job performance is evaluated by the Executive Director

Title: Environmental Specialist

Location: NEWMOA, 89 South Street, Suite 600, Boston, MA 02111
Starting Salary: To be determined by the NEWMOA Board of Directors. Benefits include vacation, personal and sick leave, health and dental insurance, and retirement contribution. If staff works less than 30 hours per week, they are classified as part time and are paid on an hourly basis. Part time employees are not entitled to benefits; they receive added compensation in lieu of these benefits.

Minimum Qualifications

Experience
Minimum of three years of full time or equivalent part time professional experience in the field of environmental science or equivalent combination of the required experience and the educational substitutions described below.

Education
An undergraduate degree from a recognized school with a major in biology, chemistry, physics, earth science, environmental science, or engineering may be substituted for a maximum of two years of the required experience. A graduate degree from a recognized school with a major in one of the fields listed above may be substituted for a maximum of one year of the required experience.

Basic Knowledge & Skills
- Knowledge of federal and state waste management and P2 policies and programs
- Excellent communications skills, both verbal and written
- Good organizational skills
- Excellent facilitation, teamwork, and problem solving skills
- Ability to work effectively with scientists, engineers, and policy makers and to establish professional credibility
- Ability to work independently and as part of a team

General Duties & Responsibilities (Specific duties and responsibilities to be assigned depending on the NEWMOA program)
- Assists with overall implementation of projects and project planning and reporting
- Coordinates NEWMOA Workgroup/s on particular issues
- Gathers and presents information for state members on particular topics
- Organizes Workgroup meetings and conference calls
- Conducts research to prepare policy papers and comments to U.S. EPA and others
- Prepares technical or policy documents, reports, and memos
- Prepares policy position papers, as needed
- Conducts research and prepares presentations of the results

The satisfactory performance of the above duties and responsibilities requires the staff person to have a thorough understanding of NEWMOA’s programs, organization, and policies to exercise initiative and resourcefulness in complicated situations and to be able to work effectively with state and federal contacts at both staff and management levels and with varied professional backgrounds. Required is the ability to organize the workload and perform tasks in an accurate, conclusive, and timely manner.
Supervisory Controls
Project Staffs are under the supervision of the NEWMOA Project Managers and Executive Director. Job performance is evaluated by the Project Manager(s) and Executive Director.

Title: Information Technology Specialist

Location: NEWMOA, 89 South Street, Suite 600, Boston, MA 02111

Starting Salary: To be determined by the NEWMOA Board of Directors. Benefits include vacation, personal and sick leave, health and dental insurance, and retirement contribution.

Minimum Qualifications

Experience
Minimum of five years of full time or equivalent part time professional experience in the field of computer science or website application development or equivalent combination of the required experience and the educational substitutions described below.

Education
An undergraduate degree from a recognized school with a major in computer science is required and may be substituted for a maximum of two years of the required experience. A graduate degree from a recognized school with a major in computer science may be substituted for a maximum of one year of the required experience.

Basic Knowledge & Skills

- Expertise in the desktop applications used in the NEWMOA Office (e.g., Microsoft Office suite)
- Ability to provide programming support for the development and maintenance of NEWMOA’s website
- Ability to act as lead application developer on complex database-driven applications
- Ability to communicate effectively both verbally and in writing
- Ability to efficiently organize tasks and manage workload
- Ability to work effectively with scientists, engineers, and policy makers and to establish professional credibility
- Ability to work independently and as part of a team

General Duties & Responsibilities (Specific duties and responsibilities to be assigned depending on the NEWMOA program)

- Maintains and improves the design and content of NEWMOA website
- Develops and maintains various database-driven web applications
- Designs new features for the website, including database and application development
- Administers the local area network for the NEWMOA office, including help desk features, options analysis for procurement of new hardware and software, and redundancy systems
The satisfactory performance of the above duties and responsibilities requires the staff person to have a basic understanding of NEWMOA’s programs, organization, and policies and to be able to work effectively with the other NEWMOA employees and state and federal contacts. The ability to organize projects and perform tasks in an accurate, conclusive, and timely manner is critical.

**Supervisory Controls**
The Information Technology Specialist is under the supervision of the NEWMOA Project Managers and Executive Director. Job performance is evaluated by the Project Manager(s) and Executive Director.

**Title:** Special Consultant (Technical & Policy)

**Location:** NEWMOA, 89 South Street, Suite 600, Boston, MA 02111

**Description:** From time to time, NEWMOA may require the services of a person or persons having unique technical/professional qualifications that are not covered within the regular job descriptions. In these instances, the Board of Directors shall establish the qualifications and salary range on a case-by-case basis.

**Title:** Interns

**Location:** NEWMOA, 89 South Street, Suite 600, Boston, MA 02111

**Salary:** $10.00 – 15.00 per hour; salary consideration will be given for higher levels of qualification; benefits not provided.

**Minimum Qualifications**

**Education**
Has earned 30 credits toward or is currently enrolled in a degree program in a subject matter related to the environmental field (e.g., engineering, public policy, law, public health, or science)

**Basic Knowledge & Skills**
- Good communications skills, both verbal and written
- Good organizational skills
- Good problem solving skills
- Ability to work effectively with scientists, engineers, and policy makers and to establish professional credibility
- Ability to work independently and as part of a team

**General Duties & Responsibilities** (Specific duties and responsibilities to be assigned depending on the NEWMOA Program)
- Assists Project Manager and staff with overall implementation of the project and project planning and reporting
- Assist with NEWMOA Workgroup/s of state staff and managers on particular issues
• Provides information for state members on particular topics
• Prepares technical or policy documents, reports, and memos
• Assists with research on particular topics and prepares presentation of the results of the research

**Supervisory Controls**
Interns are under the supervision of the NEWMOA Project Managers depending on who is designated as their supervisor in their job description. Job performance is evaluated by their supervisor.

**Title:** Administrative Assistant

**Location:** NEWMOA, 89 South Street, Suite 600, Boston, MA 02111

**Starting Salary:** To be determined by the NEWMOA Board of Directors. Benefits include vacation, personal and sick leave, health and dental insurance, and retirement contribution. If an Administrative Assistant works less than 30 hours per week, they are classified as part time and are paid on an hourly basis. Part time employees are not entitled to benefits; they receive added compensation in lieu of these benefits.

**Minimum Qualifications**

*Experience*
Minimum of three years of full time or equivalent part time professional experience in office management and administration

*Education*
Undergraduate degree

**Basic Knowledge & Skills**
• Excellent communications skills, both verbal and written
• Good organizational skills
• Ability to type quickly
• Skill with word processing, spreadsheet, and other Microsoft Office software
• Ability to work effectively with a wide variety of people and juggle competing demands
• Ability to work independently and as part of a team
• Ability to manage and organize the office
• Ability to handle multiple tasks simultaneously
• Ability to assist with organizing logistics for meetings and conferences
• Ability to organize and manage the filing system
• Ability to handle purchasing and procurement of office supplies
• Ability to manage mailing and email lists
• Ability to track and record office activities

**General Duties & Responsibilities**
• Manages NEWMOA office
• Manages photocopying, printing, and faxing
• Manages accounts receivables and payables
• Helps to organize conference calls, meetings, workshops, and conferences
• Answers the phone and handles general inquiries
• Manages inventory of office supplies and materials
• Interacts with vendors and suppliers
• Prepares memos and letters
• Prepares quarterly MBE/WBE reports to U.S. EPA
• Reviews all invoices for correct signatures and codes
• Conducts mailings
• Ensures the smooth flow of work through the office
• Assists the NEWMOA staff and management with special projects

**Supervisory Controls**
The Administrative Assistant is under the supervision of the NEWMOA Executive Director. Job performance is evaluated by the Executive Director.
Appendix C

P2Rx Programs Data Collection Development Policy

Draft - September 2002
Updated - 1/03, 6/03

Introduction
This policy is intended to help P2Rx Centers consistently collect information about environmental and business assistance programs so that the data:
- Can be integrated into a national programs directory
- Can be integrated into other P2Rx products

This policy is not intended to limit regional applications outside of national products nor to standardize appearance of data on regional sites.

The policy includes definitions for:
1. Collection Structure
2. Scope of Collection
3. Collection Maintenance

Why Develop & Publish a Collection Development Policy?
The value of this policy is to:
- Assure consistency in collections that are developed by a distributed team
- Assure that data is combined in predictable ways
- Allow more flexible use of data between applications
- Maintain the quality of the national collection

Audience
There are many potential audiences for programs data since it can be used in a variety of contexts. Program information is commonly used to refer to expert sources. EPA, topic hub users and other partner organizations (like NPPR) and businesses are potential users in this context. P2Rx Centers themselves are a primary audience in terms of keeping current and knowledgeable about the agencies in our regions. Programs data is also a core marketing tool for P2Rx by virtue of being a record of the audiences we intend to serve.

While users of this type of information are many, the scope of collection (described below) limits the types of data collected. Therefore, in the case of program information, P2Rx provides a relatively narrow collection to a broad audience.

Collection Structure
For data to be shared easily and used as a uniform P2Rx product, all databases must contain fields with these content elements. To facilitate sharing and searching of the programs data on the national level, controlled vocabularies for particular fields must be exactly the same. *

Indicates that this field is required during data entry.
Organization Data Fields
- *OrgID (auto fill)
- *Organization
- Division
- *Address1
- Address2
- *City
- *State (includes territory, province, etc.)
- *Zip (includes postal code, etc.)
- *Country
- *TimeZone (see vocabulary)
- *Telephone#
- Hotline#
- FAX#
- Email#
- *URL#
- Graphic URL#
- *Profile
- *GeoServiceArea (i.e. Service Scope - see vocabulary)
- *ProgramType (see vocabulary)
- Authority and Free Keywords (See notes on vocabulary.)
- *Services (see vocabulary)
- *Clients Served (see vocabulary)

Individual Contact Data Fields
(More than one contact may be related to each organization; at least one contact must be related to each organization.)
- *ContactID (autofill)
- *LastName
- *FirstName
- MiddleName
- Prefix Name (choose from: Mr. Ms. Mrs. Miss Dr.)
- Suffix
- Title
- Telephone#
- FAX#
- Email
- Primary (Y/N - is this person the primary contact for the org)
- *OrgID (relates contact to an organization)

Organization Data Fields
- *OrgID (auto fill)
- *Organization
- Division
- *Address1
- Address2
- *City
- *State (includes territory, province, etc.)
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- *TimeZone (see vocabulary)
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- *Profile
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- *ProgramType (see vocabulary)
- Authority and Free Keywords (See notes on vocabulary.)

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- FAX#
- Email
- Primary (Y/N - is this person the primary contact for the org)
- *OrgID (relates contact to an organization)
A Services (see vocabulary)
- Clients Served (see vocabulary)

An Access-generated data definition is included as an appendix for those who need to investigate more technical details of the way the database is structured. A visual interpretation of the data that must be collected and how this can be offered to site visitors as a search is shown in the sample display document.

**Scope of Collection**
This section defines minimum standards for Centers to follow. If data from regional Centers does not conform to these criteria, it cannot be included in national products. Centers are free to go beyond these minimums to enhance regional use of data so long as it does not interfere with P2Rx participation.

1. **Types of Programs**
Centers identify and describe active programs in their region that provide pollution prevention and energy efficiency assistance. Such programs may include PPIS grantees, local P2 programs, university-based P2 programs and non-profit pollution prevention organizations. At least one program in each state must be identified. If pollution prevention or energy efficiency is a focus for SBDCs, MEPS, SBAPs and other organization types, they should be cataloged, as well as NPPR National Roundtable attendees.

Additional programs associated with P2Rx topic hubs are also be included in the regional database. Since many of these programs may be national-scale programs located in other regions or organizations with very specific expertise related to a topic hub, they only appear in the national directory when specified to do so. In addition, some programs included in a regional database may object to publishing their information in a national database. P2Rx provides an option for data to be included in a database but not published in certain cases. Centers may also choose whether or not to include them in regional publication of their directory.

2. **Descriptive Information**
Beyond basic contact information, organizations in the directory are required to have the following descriptive data:

- time zone where the organization is located (common vocabulary required)
- profile or narrative description including the organization's mission, goals, etc.
- geographic scope of service area (common vocabulary required)
- type of program (common vocabulary required)
- expertise related to P2Rx topic hubs (programs are directly related to hubs if applicable)
- services offered by the organization (common vocabulary required)
- clients served by the organization (common vocabulary required)
- affiliations (common vocabulary required)
<table>
<thead>
<tr>
<th>TimeZone Vocabulary</th>
<th>Program Type Vocabulary</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Eastern</td>
<td>• Federal Government</td>
</tr>
<tr>
<td>• Central</td>
<td>• State Government</td>
</tr>
<tr>
<td>• Mountain</td>
<td>• Local Government</td>
</tr>
<tr>
<td>• Pacific</td>
<td>• Educational Institution</td>
</tr>
<tr>
<td>• Atlantic</td>
<td>• Non-Profit</td>
</tr>
<tr>
<td>• Other</td>
<td>• Vendor</td>
</tr>
<tr>
<td>• Consultant</td>
<td>• Consultant</td>
</tr>
<tr>
<td>• Small Business Assistance</td>
<td>• Small Business Assistance Program</td>
</tr>
<tr>
<td>• Program</td>
<td>• NIST - Manufacturing Extension Program</td>
</tr>
<tr>
<td>• Recycling Program</td>
<td>• Recycling Program</td>
</tr>
<tr>
<td>• Material Exchange Program</td>
<td>• Material Exchange Program</td>
</tr>
<tr>
<td>• Small Business Development</td>
<td>• Small Business Development Center</td>
</tr>
<tr>
<td>• Center</td>
<td>• Energy Efficiency Program</td>
</tr>
<tr>
<td>• Environmental</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>GeoService Area Vocabulary</th>
<th>Services Vocabulary</th>
</tr>
</thead>
<tbody>
<tr>
<td>• National</td>
<td>• Assessment</td>
</tr>
<tr>
<td>• State</td>
<td>• Awards</td>
</tr>
<tr>
<td>• Regional</td>
<td>• Bank Loans</td>
</tr>
<tr>
<td>• Local</td>
<td>• Compliance (assistance)</td>
</tr>
<tr>
<td>• International</td>
<td>• Computer modeling</td>
</tr>
<tr>
<td>• National</td>
<td>• Curricula</td>
</tr>
<tr>
<td>• State</td>
<td>• Energy Auditing</td>
</tr>
<tr>
<td>• Regional</td>
<td>• Facility Design</td>
</tr>
<tr>
<td>• Local</td>
<td>• Inspection (delete?)</td>
</tr>
<tr>
<td>• International</td>
<td>• Intern Programs</td>
</tr>
<tr>
<td>• National</td>
<td>• Internet (delete?)</td>
</tr>
<tr>
<td>• State</td>
<td>• Grants in Aid</td>
</tr>
<tr>
<td>• Regional</td>
<td>• Information Services</td>
</tr>
<tr>
<td>• Local</td>
<td>• Library</td>
</tr>
<tr>
<td>• International</td>
<td>• Materials Exchange</td>
</tr>
<tr>
<td>• National</td>
<td>• Permits</td>
</tr>
<tr>
<td>• State</td>
<td>• Site Assessments</td>
</tr>
<tr>
<td>• Regional</td>
<td>• Research</td>
</tr>
<tr>
<td>• Local</td>
<td>• Hotlines</td>
</tr>
<tr>
<td>• International</td>
<td>• Workshops</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Clients Vocabulary</th>
<th>Affiliations</th>
</tr>
</thead>
<tbody>
<tr>
<td>(of the organization being</td>
<td>• NPDR</td>
</tr>
<tr>
<td>described)</td>
<td>• P2WIN</td>
</tr>
<tr>
<td></td>
<td>• P2Rx Center</td>
</tr>
<tr>
<td></td>
<td>• OECA Center</td>
</tr>
</tbody>
</table>

Centers may include additional descriptive terms for sector, process and/or material expertise, using terms in the P2 Thesaurus or proposed for addition to the Thesaurus. Programs also allow self-described expertise (sector, process, materials) using their own vocabulary. Terms submitted by programs that are not currently in the Thesaurus are added to the thesaurus by the P2Rx librarian with appropriate relationships. Some Centers may choose to offer users a drop down list of suggestions for sector, process and material expertise.
A sample data input form that visually shows the descriptive information requested for each program is shown in the sample display document (on pages 1 and 2).

3. **Searching & Filtering** - Filtering - Things that make the national Programs Directory and other uses of the data (like in the topic hub) easier to produce. For instance, submitting center ID for each record, avoiding duplication of program ID numbers, filtering out multiple copies of the same organization, or organizations that only make sense in terms of a topic hub, insuring that all "keywords" are numbered consistently among center.

The National Programs Directory offers the user both simple and advanced search options. The simplest level of searching includes the following options:

- Search by state (drop-down list)
- Search by area of expertise (drop-down list; areas offered are topic hubs)
- Search by keyword (user types in a word or phrase - searches all fields)

A visual of the search is shown in the sample display document (on page 4).

4. **Data Description** - Should each data element have a corresponding meta tag? How should it be incorporated? How can the programs directory be searched by the EPA search engine?

**Collection Maintenance**

Information about programs is maintained regionally to insure accuracy not possible at the national level.

1. **Regional Maintenance** - When a new program is included in the database, the regional P2Rx Center inputs data as they know or can find on the organization's web site. The program is then asked to verify the information for accuracy and completeness. At least annually, P2Rx Centers contact each program they have cataloged to check accuracy and update information as needed. Organizations are also asked to rate their satisfaction with and use of the national and/or regional Programs Directory by means of several short answer questions.

2. **National Maintenance** - If Centers are requesting changes, they submit updates in a format prescribed by the managing P2Rx Center. A data entry form allows the national directory to be updated whenever a correction or addition is made to regional data.
Appendix D
Northeast Waste Management Officials’ Association (NEWMOA)

Generic Quality Assurance Project Plan

2017 – 2021

Project Manager Contact Information:

Terri Goldberg
Phone: 617. 367. 8558 ext. 302
tgoldberg@newmoa.org

Abstract: Generic Quality Assurance Project Plan for NEWMOA Projects That Include Secondary Data Provided by Participating State Agencies or by Third Parties Voluntarily, or Pursuant to Participating State Authorities

PROJECT MANAGEMENT

A1. Approval Sheet

__________________________  _________________________
Terri Goldberg, Executive Director                        Date
Quality Assurance Officer

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This document has been prepared according to the United States Environmental Protection Agency publication “EPA Requirements for Quality Assurance Project Plans” dated March 2001 (QA/R-5).

A3. Distribution List
Each person listed on the approval sheet and each person listed under Project/Task Organization and their subordinates assigned to the project will receive a copy of this Quality Assurance Project Plan (QAPP). For the purposes of this QAPP, the term project means any NEWMOA project that includes secondary data provided by participating state agencies or by third parties voluntarily, or pursuant to participating state authorities. Individuals taking part in such projects and other interested parties may request additional copies of the QAPP from the QA Officer. QAPP distribution is centralized so the QA Officer can ensure that all personnel are using the most recent revision (see Section A9).

A4. Project/Task Organization
NEWMOA’s Board of Directors is responsible for initiating and approving NEWMOA projects are listed in the table below and are shown in the organization chart on page 97. The Board may designate state leads and other staff to work on NEWMOA projects. However, state approval for initiating NEWMOA projects and for releasing/approving projects upon completion remains the responsibility of the Board of Directors. At each of the NEWMOA Board meetings, NEWMOA management and staff present reports on the status of the organization’s projects. As part of these project updates, the staff shares copies of NEWMOA’s near final draft reports or data presentations with the Board. If necessary, sometimes the Board will take a formal vote to approve a document or presentation. However, usually, the Board agrees to take action and provide comments and suggestions on the draft materials within a specified period of time. If they do not send the NEWMOA staff any comments or suggestions, the report, presentation, or document is considered to be approved and final. If they do send comments and corrections, the NEWMOA staff makes the appropriate corrections if they do not alter substantially the results. If the corrections or changes do alter the results significantly, the staff will consult with the project Workgroup to help resolve any questions and will send the material back to the Board via email for final concurrence. All of these decisions and actions are documented in Board meeting minutes. If a document needs to be reviewed and approved between Board meetings, NEWMOA staff will conduct the Board review process via email. The email exchange provides the documentation of these interactions and approvals.

<table>
<thead>
<tr>
<th>Individual</th>
<th>Role in Project</th>
<th>Organizational Affiliation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Terri Goldberg</td>
<td>Project Manager &amp; QA Officer</td>
<td>NEWMOA</td>
</tr>
<tr>
<td>Yvonne Bolton</td>
<td>State Project Co-Lead</td>
<td>CT DEEP</td>
</tr>
<tr>
<td>Robert Kaliszewski</td>
<td>State Project Co-Lead</td>
<td>CT DEEP</td>
</tr>
<tr>
<td>Leslie Anderson</td>
<td>State Project Lead</td>
<td>ME DEP</td>
</tr>
<tr>
<td>Sarah Weinstein</td>
<td>State Project Lead</td>
<td>Mass DEP</td>
</tr>
<tr>
<td>Michael Wimsatt</td>
<td>State Project Lead</td>
<td>NH DES</td>
</tr>
<tr>
<td>Mary Jo Aiello</td>
<td>State Project Lead</td>
<td>NJ DEP</td>
</tr>
</tbody>
</table>
The NEWMOA Project Manager will be responsible for the following activities:

- Overall management and contracting for support services;
- Managing communications with participating state agencies and other stakeholders;
- Developing consensus concerning
  - The nature/type of secondary data to be used in the project,
  - Data quality objectives of the secondary data,
  - Disclosure of limitations and qualifications associated with secondary data,
  - Appropriateness of uses intended for secondary data,
  - Reasonableness of any conclusions based on secondary data;
- Ensuring adequate review of project reports by the NEWMOA Board and their designated project participants;
- Securing state approval prior to the release of project reports;
- Amending the Generic QAPP, as necessary; and
- Issuing required reports to U.S. EPA when a project is funded by U.S. EPA.

The NEWMOA Project Manager may designate NEWMOA staff to lead or work on projects. However, he/she remains responsible to the Board for the overall project conformance with the policies and procedures described in the QAPP.

U.S. EPA staffs are active participants in projects through review of annual NEWMOA Workplans that describe all planned projects and participation in quarterly NEWMOA Board meetings, where the project status is reviewed and oversight is exercised by the Board. This support and participation may include:

- Assistance in coordination with the participating states;
- Review of drafts; and
- Participation on Workgroup conference calls.

A5. Background & Project Goals & Objectives

As discussed in elements 2-5 of NEWMOA’s Quality Management Plan, NEWMOA does not collect, contract for the collection, process, or report quantitative scientific data that is gathered for the measurement and reporting of contaminant levels in environmental media, and currently has no plans to do so. NEWMOA’s programs and projects focus on narrative material of policy or programmatic significance. When NEWMOA collects and presents quantitative material, they are originally gathered by others, and the Association presents the information along with appropriate qualifications on data quality. Ensuring an appropriate level of data quality in NEWMOA’s programs is relatively transparent. The adequacy of data quality is determined and expressed by NEWMOA’s clients/members as satisfaction or dissatisfaction with the product, report, or activity.

To ensure that its projects have clear goals, objectives, and anticipated results, NEWMOA’s Workgroups develop these at the beginning of each project. The following provides examples of goals, objectives, and anticipated results statements that NEWMOA utilizes for its projects:
Example of Project goals:
- Improve the ability of NEWMOA member state environmental agencies to develop effective, coordinated, cooperative waste and materials management policies

Examples of Project objectives:
- Assist states in detecting trends concerning waste and materials management
- Assist states in detecting and investigating the reasons for differences among states
- Assist states in setting individual and joint state priorities

Examples of anticipated Project results:
- Improved ability of state managers to understand programmatic and waste management differences among states
- Facilitated comparisons of the effectiveness and efficiency of different state strategies
- Improved ability to detect and correct data inconsistencies and improve data gathering procedures


Overview of QA Approach
The Project Manager and each of the participating state Workgroup or Committee members is generally familiar with the quality issues related to the secondary data that are used in a given project. The Board of Directors usually assign staff that is directly involved with the gathering and management of such data to work on NEWMOA project Workgroups. To ensure that there is consensus among the participating state leads concerning the central importance of quality to the success of any project, quality assurance concerns are examined at the outset of the project during the kickoff Workgroup meeting. The state participants review and concur with the use of, and conclusions drawn from, secondary data in a NEWMOA project at several points in its development.

The quality issues anticipated at each step of the project are identified and discussed by state and NEWMOA staff to identify appropriate data quality assurance and analysis procedures/criteria at key stages of the project. Participants agree upon criteria that govern the extent to which data submitted by states under the project is acceptable for use in a NEWMOA project.

Summary Generic Workplan

Key elements:
1. NEWMOA’s Board and staff identify need for NEWMOA project, secondary data needs and concerns are identified.
2. State and NEWMOA staff with the expertise required to perform the project are assigned.
3. Workgroup participants identify and agree on details of secondary data that may be needed to perform the project.
4. Quality issues are identified and a consensus position is reached concerning the suitability of data for the intended purpose and/or the need for and nature of qualifying statements concerning the data.
Generic Project Organizational Chart

U.S. EPA Project Manager
Lynn Hanifan or EPA Manager
Identified on Grant/Cooperative Agreement Funding NEWMOA Project

Project Manager & QA Officer
Terri Goldberg

CT DEEP ME DEP Mass DEP NH DES NJ DEP NYS DEC RI DEM VT DEC

Board of Directors' Project Review & Approval Process
5. State staff review initial project report to ensure that secondary data is correctly used and interpreted.
6. Near final draft is circulated to non-NEWMOA stakeholders, if appropriate.
7. Final draft is reviewed for approval by the NEWMOA Board.
8. Project report is released, if appropriate, and is included in reports to EPA, where required.

For ease of presentation, the elements are presented in sequential fashion. However, for some projects a number of these activities could occur in parallel.

A7. Quality Objectives & Criteria
NEWMOA’s project Workgroups review the methodology used for obtaining secondary data to ensure that the data is suitable for the intended purpose and/or that its limitations are properly described.

A8. Special Training
Decisions concerning the need for special training of state or NEWMOA staff relative to projects covered by this QAPP are documented in the official minutes of quarterly NEWMOA Board meetings that are shared with U.S. EPA Regions 1 and 2.

A9. Documents & Records
Decisions concerning the initiation and management of projects covered by this QAPP are documented in the official minutes of quarterly NEWMOA Board meetings that are shared with U.S. EPA Regions 1 and 2 as a condition of grants.

Accomplishments/milestones concerning the projects covered by this QAPP will be reported in the briefing materials provided to state and U.S. EPA participants for each of NEWMOA’s Board meetings, and also in grant reports to U.S. EPA.

Report format/information
The project Workgroup will determine an appropriate reporting format(s) for written material and data as part of the project development elements described in this plan, subject to approval by the NEWMOA Board.

Document/record control
The recording media for NEWMOA projects will be both paper and electronic. All electronic records are stored offsite in a cloud-based storage solution provided by Microsoft, known as SharePoint.

QAPP preparation & distribution
The QAPP shall govern the development of all NEWMOA projects. Each responsible party listed in Section A4 shall adhere to the procedural requirements of the QAPP and ensure that subordinate personnel do likewise. This QAPP shall be reviewed at each major milestone of NEWMOA projects utilizing secondary data to ensure that the project will achieve its intended purposes. All the responsible persons listed in Section A4 shall participate in the project review.

The Quality Assurance Officer is responsible for updating the QAPP, documenting the effective date of all changes made in the QAPP, and distributing new revisions to all individuals listed in
A3 whenever a substantial change is made. Distribution of the QAAP may be performed by posting the document on an appropriate website available to all individuals listed in A3.

B. Data Generation & Acquisition

This document has been prepared according to the United States Environmental Protection Agency publication “EPA Requirements for Quality Assurance Project Plans” dated March 2001 (QA/R-5). Sections B1 – B8 and C1- C2 of this guidance document are not relevant to NEWMOA projects, since only secondary data are being collected and analyzed under this generic QAAP.

B1. Sampling Process Design (Experimental Design)
This section is not relevant to projects under this generic QAAP. The projects do not involve the generation of primary data.

B2. Sampling Methods
This section is not relevant to projects under this generic QAAP. The projects do not involve the generation of primary data.

B3. Sample Handling & Custody
This section is not relevant to projects under this generic QAAP. The projects do not involve the generation of primary data.

B4. Analytical Methods
This section is not relevant to projects under this generic QAAP. The projects do not involve the generation of primary data.

B5. Quality Control
This section is not relevant to projects under this generic QAAP. The projects do not involve the generation of primary data.

This section is not relevant to projects under this generic QAAP. The projects do not involve the generation of primary data.

B7. Instrument/Equipment Calibration & Frequency
This section is not relevant to projects under this generic QAAP. The projects do not involve the generation of primary data.

B8. Inspection/Acceptance for Supplies & Consumables
This section is not relevant to projects under this generic QAAP. The projects do not involve the generation of primary data.

B9. Non-Direct Measurements (i.e., Secondary Data)
The data to be used in NEWMOA projects are exclusively secondary data; these data are provided by participating states, or obtained from third parties either voluntarily or as directed by state laws/regulations. Data are accepted upon assurance by participating state agencies that it has been collected and managed as agreed in the project design.
B10. Data Management
This section is not relevant to projects under this generic QAPP. The projects do not involve the
generation of primary data.

C. Assessment/Oversight

C1. Assessment & Response Actions
This section is not relevant to projects under this generic QAPP. The projects do not involve the
generation of primary data.

C2. Reports to Management
This section is not relevant to projects under this generic QAPP. The projects do not involve the
generation of primary data.

D. Data Review & Evaluation

D1. Data Review, Verification, & Validation Criteria
NEWMOA's Board of Directors will assure that data are collected in accordance with the criteria
agreed to by the Workgroups and that the limitations in the data, if any, are properly described.
The NEWMOA Board, in approving any NEWMOA project covered by this QAPP, will ensure
that the data used adequately support the project results/conclusions.

D2. Verification & Validation Methods
If at any point during a NEWMOA project covered by this QAPP the QA Officer identifies a
problem (e.g., the use of substandard data that could compromise the quality of the project), the
Project Manager, QA Officer, and any other relevant staff will discuss corrective action. If
necessary, the Project Manager will issue a stop-work order until a solution is agreed upon. The
Project Manager will implement corrective action in consultation with the Board and Workgroup
participants. If the solution involves changes in the approach described in this QAPP, the QA
Officer will amend the generic QAPP as necessary and distribute the new revision.

D3. Evaluating Data in Terms of User Needs
Final project reports will contain a description of the secondary data used in the project that is
prepared by the project Workgroup and approved by the QA Officer. This description will
provide sufficient information about the secondary data used to allow an informed decision about
its adequacy and appropriateness for use in the project.