

**NEWMOA  
2009-2011 STRATEGIC PLAN**

*As Approved by the NEWMOA Board of Directors*

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**Northeast Waste Management  
Officials' Association**

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

## **What is NEWMOA?**

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

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

## **NEWMOA's Mission**

NEWMOA's mission is to develop 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.

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

- facilitate communication and cooperation among member states, between the states and the U.S. EPA, and between the states and other stakeholders;
- provide research on and evaluation of emerging issues, best practices, and data to help state programs maximize efficiency and effectiveness; and
- facilitate development and implementation of regional approaches to solving critical environmental problems.

## **NEWMOA's Structure**

The NEWMOA Board of Directors establishes the budget, policies, and programs of the Association. The Board consists of the Directors of the member state solid waste, hazardous waste, waste site cleanup, emergency response, pollution prevention, and

underground storage tank programs. The Board meets four times per year. The Board creates committees and workgroups to implement projects and activities.

### **NEWMOA's Strategies**

In Fiscal Year 2008-2009, the NEWMOA Board of Directors developed the following list of strategies for the Association to help achieve its mission over the next three years. This Strategic Plan is designed to inform the Association's annual planning and budget process. NEWMOA develops program and project specific goals, strategies, and activities in its annual work plans. These annual work plans are usually developed through consultation with NEWMOA's Workgroups and committees, and they are reviewed and approved by the NEWMOA Board of Directors.

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

NEWMOA assists the member states in information management and analysis to promote greater efficiency and avoid duplication of effort by individual states; to help states identify opportunities for regional cooperation; to promote consistency, where appropriate, in data definition and collection; and to provide useful information and analysis for individual state decision-making and program planning. NEWMOA prepares data to help demonstrate progress toward strategic goals of the Association and its member states. NEWMOA provides assistance to the states by contributing expertise and by facilitating the use, where appropriate, of consistent measures so that states can examine more effectively how their programs are working.

In the next three years, NEWMOA will provide support, assistance, information, and analysis on the following priority areas:

- performance measurement of state waste management and other programs
- climate change and waste initiatives to support greenhouse gas reduction
- interstate waste flow reports
- beneficial use determinations and solid and hazardous waste recycling
- mercury-added products through the Interstate Mercury Education & Reduction Clearinghouse (IMERC)
- hazard and toxicity of chemicals in commerce; assessments of alternatives; data on chemical use; and identification of new and emerging toxics in the environment
- pollution prevention information resources, including pollution prevention technologies, products, and best practices through the Pollution Prevention Resource Exchange (P2Rx),
- assistance and pollution prevention results through the P2 Results Data System and the Pollution Prevention and Compliance Assistance Metrics Database Software
- improvement and maintenance of the Energy and Materials Flow and Cost Tracker tool
- emerging waste site cleanup technologies and techniques

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

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

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

In some cases, the NEWMOA member states may determine that their waste management, pollution prevention, site remediation, and environmental assistance programs would be substantially enhanced through an initiative undertaken by the Association, such as a multi-stakeholder process to evaluate options for addressing particular problems associated with a waste, technology, or waste management practice. In these cases, the NEWMOA Directors may ask the Association for assistance and seek funding to support the organization in facilitating this kind of activity.

NEWMOA will provide support and assistance on the following near-term priority areas:

- initiatives that provide key support for state climate change mitigation plans and strategies, including but not limited to waste prevention and recycling initiatives, promoting green remediation, and advancing development of renewable energy systems on landfills and Brownfields sites.
- pollution prevention initiatives and their implementation
- mercury reduction legislative initiatives, including management of the Interstate Mercury Education and Reduction Clearinghouse (IMERC)
- state product stewardship initiatives and programs, including implementation of new state electronic waste laws
- other key regulatory and policy positions, in collaboration with ASTSWMO and other national and regional organizations, as appropriate
- best practices in innovative and alternative approaches to compliance, enforcement, and permitting
- assistance with implementation of state Brownfields initiatives

- innovative technologies for prevention, environmental management, cleanup, and improvement
- disaster debris planning and management
- identification of and research on emerging toxic pollutants that are of concern on a multi-state basis and examination of information on safer and “greener” alternatives

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

Maintaining the expertise and knowledge of professional staff and management is important to the delivery of effective environmental services and programs in the states. NEWMOA has historically provided a variety of training opportunities for member states to help them maintain their standards for Agency performance. Because many of the waste management, waste site cleanup, and pollution prevention programs in the states face similar technical and programmatic issues, developing and delivering training to address these challenges can promote efficiency and avoid duplication of effort. NEWMOA also provides a formal and informal forum for member staff and management to learn from each other and improve their management, technical, and other professional skills.

NEWMOA will provide training on the following near-term priority areas:

- implementation of new and emerging programs and approaches for waste reduction and “zero waste” programs, in part to address climate change mitigation
- hazardous waste regulations and program implementation for inspectors and compliance assistance staff
- multimedia compliance and inspection programs (i.e., best practices, lessons learned)
- pollution prevention, recycling, reuse, and composting
- tools and techniques for developing, implementing, and measuring environmental results programs
- improvements in waste site and Brownfields characterization and conducting waste site cleanups in more environmentally responsible ways
- peer-to-peer collaboration on joint problem solving related to measurement and other high priority topics and challenges
- new methods for delivering training, i.e., web-based and video conferencing

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

Procuring the necessary resources to carry out the priorities outlined in this strategy is a critical function for the Association. NEWMOA seeks funding through grants from Federal agencies, contracts with member states, grants from private foundations, and other private sector sources. Funding from federal agencies has included the Environmental Protection Agency Headquarters and Regional Offices, the U.S. Department of Agriculture, and the Department of Energy.

Individual member states sometimes have a need to procure resources to assist them with particular projects that can be most effectively provided by NEWMOA’s staff and

management. In most cases, the results of the projects that Association undertakes for specific states can be shared with and would benefit the other member states. This can include research, data collection and analysis, specific community-based projects, outreach and education activities, and others.

The following outlines NEWMOA's near-term priorities:

- Diversify the sources of NEWMOA grant funding from federal agencies
- Expand NEWMOA's role as grant funding clearinghouse
- Facilitate shared service contracts among states
- Seek funding from foundations and the private sector, as appropriate and consistent with NEWMOA's policies on private funding to support key strategic initiatives