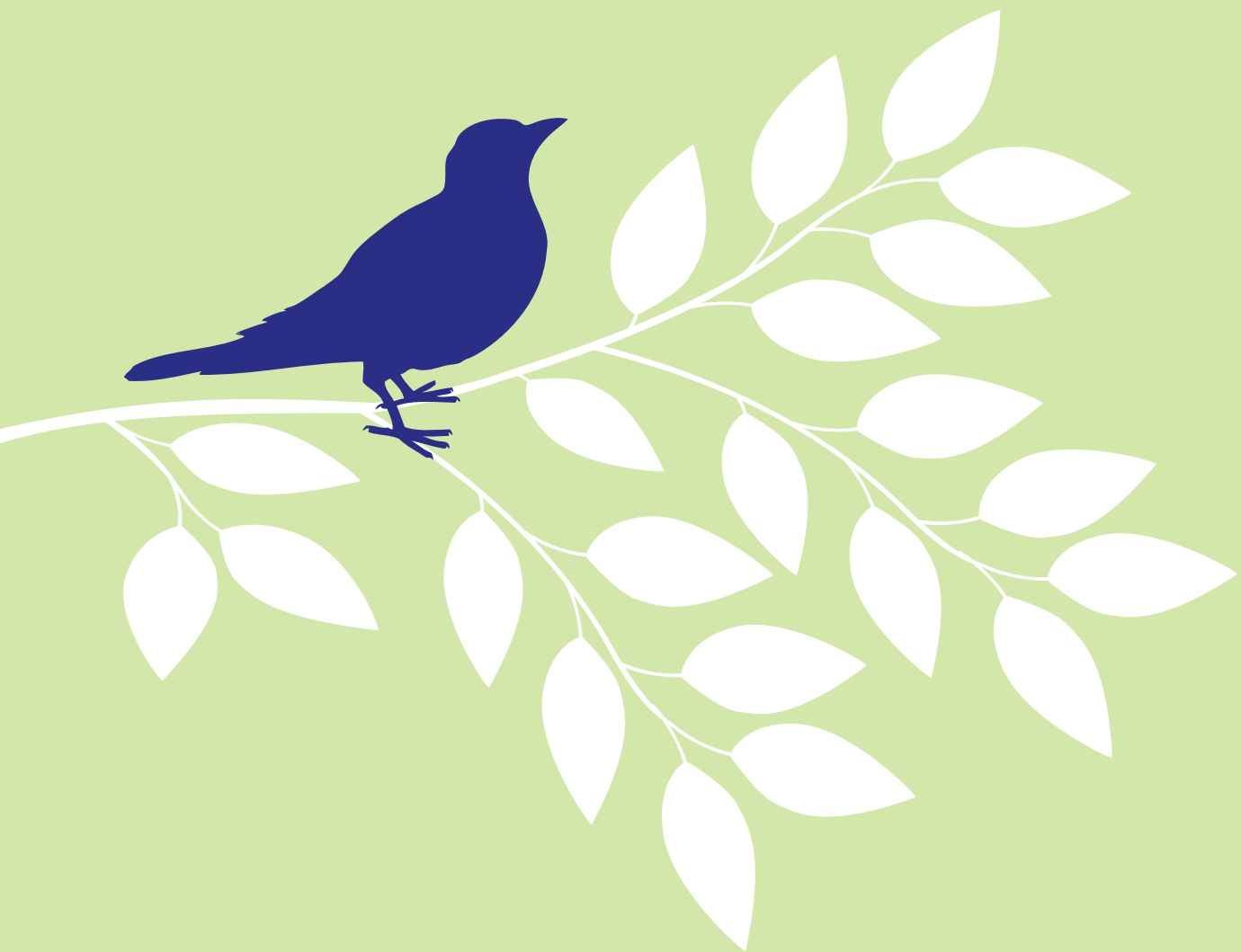




Honoring Our Legacy — On the Shoulders of Great Leaders



This Annual Report is dedicated to the memory of two exceptional public servants: Ira Leighton and Jeff Sama. Both men made important contributions to protecting and improving the environment in the Northeast and were dedicated to advancing NEWMOA and its mission over many years.



Ira Leighton

Ira Leighton was a 41-year career employee and senior leader at the U.S. Environmental Protection Agency Region 1 in New England. Most recently he served for 13 years as the Deputy Regional Administrator.

According to Curt Spalding, EPA

Region 1 Administrator, "He made a positive impact on the lives of countless New Englanders and

citizens across the United States. His work helped shape EPA's reliance on sound science, legal integrity, and health-protective policies into effective tools to protect the health of Americans from pollution in the air, water, and land. Every day his actions emphasized that he believed EPA's core mission made everyone's life better by protecting people's health and the environment we rely on."

Ira started working for the EPA's Boston office in 1972 as an engineer. For many years, he worked on contaminated site clean-ups, and he was pivotal in shaping EPA's Superfund program following the 1980 passage of the Superfund law. He was among the EPA Region 1 leaders who helped to form NEWMOA in the 1980s.

In the 1990s, Ira managed EPA Region 1's efforts to enforce environmental laws. He fostered an integrated approach,

providing assistance to ensure regulated entities understood their environmental obligations, followed by enforcement against those who chose not to comply. During the past decade or so, Ira focused on advancing the concept of sustainability in EPA and helping to shape and define the Agency's role. He was among the leaders of a national dialogue on sustainability and worked on a major report that provided a blueprint for the Agency.

Ira was dedicated to advancing the state and federal partnership that is critical to NEWMOA and its success. NEWMOA's Board asked him to speak at our 25th anniversary celebration in 2011 because of his role as a founder and long-time supporter of the organization. During his remarks, he noted that, "By bringing all the players to the table to create a common dialogue, states can coordinate their knowledge and collectively problem solve – an efficiency that is invaluable during tight budget times. Waste programs spend a lot of their time cleaning up other media program messes and trying to prevent the next generation of problems. Prevention and fixing is what we do. From an EPA perspective, NEWMOA has provided invaluable leadership and coordination on a number of issues, including toxics, hazardous waste, pollution prevention, and solid waste." Ira's leadership and support for NEWMOA and its mission was unwavering. He became friends and colleagues with many in NEWMOA, and all of us greatly miss his intelligence, dedication, and passion.



Jeff Sama

Jeff Sama, retired Director of the New York State Department of Environmental Conservation (NYS DEC) Division of

Environmental Permits and Pollution Prevention, had 32 years of experience in environmental management with state government. Jeff started out in 1978 as an Analyst in the State Environmental

Quality Review Unit. He served as the Regional Permit Administrator for DEC Region 4 before returning to the central office and becoming division director in 1996. He was the first Chairman of the New York State Pollution Prevention and Compliance Assistance Council and a leader and visionary in creating the Pollution Prevention Institute. Jeff served on NEWMOA's Board of Directors for seven years. He retired in 2010.

Jeff was a force of nature. His energy, creativity, and passion for the environment were obvious to all of us who had the privilege of working with him. According to Jack Nasca, NYS DEC Director, Division of Environmental Permits, "Jeff was a good listener, a person genuinely interested in other people, who also had an insatiable curiosity and love for big ideas, skills that combined to make him excel at pulling together the disparate elements of complex problems and building consensus among differing viewpoints, even on the most controversial issues. While his many talents brought great value to his work at DEC, what his many friends miss the most is his great sense of humor and infectious laughter. Our enduring memory will be the joy and vitality he brought to everything he did."

Meeting with Jeff on NEWMOA's Board was always a tremendous pleasure because of his great intelligence and humor. He was constantly thinking about and exploring new ideas and cutting-edge research. Much of the work described in this Report had its origins in Jeff's ideas and contributions to NEWMOA, particularly in our pollution prevention and toxics reduction programs.

On the occasion of NEWMOA's 25th Anniversary, Jeff stated that "NEWMOA represents one of the very best models of how government can still carry out its important mission in these difficult economic times. They enable multiple states to pool intellectual as well as limited financial resources, delivering better results than any one state can achieve on their own. By providing

regional training, database management, and compilations of best practices, NEWMOA creates efficiencies and strengthens the competence of each state while helping them avoid the costly mistakes learned by others in the past."

Ira and Jeff embody the spirit of NEWMOA. The projects and initiatives described in this Report demonstrate the ways in which the Association carries on their legacy and honors their contributions. We thank them for their service and dedicate ourselves to continuing their work.

This Report covers the Association's 2013 contributions toward sustainability and pollution prevention, solid waste and sustainable materials management, hazardous waste management, waste site cleanup, and toxics reduction. For a quick overview of our accomplishments, check out NEWMOA by the Numbers and the Highlights.

It was a pleasure chairing NEWMOA in 2013. I particularly appreciate the support and assistance from my colleagues in other states and EPA Regions 1 and 2 and the organization's managers and staff. Thank you.



RON GAGNON

Rhode Island Department of
Environmental Management

2013 NEWMOA Chair

NEWMOA BY THE NUMBERS

- **27 NEWMOA-sponsored training events**, including webinars and in-person workshops and conferences, involving **more than 900 participants**
- **11 face-to-face NEWMOA meetings**, involving **approximately 265 people**
- **9 face-to-face meetings** sponsored by other groups in which NEWMOA staff participated
- **110 NEWMOA Workgroup and project conference calls** or calls organized by other groups in which NEWMOA staff participated, involving more than 1,270 participants
- **More than 260,000 visits** to NEWMOA's website and more than **900,000 page views** by those visitors
- **14 NEWMOA listservs**, involving about **1,800 participants**
- **One issue** of the *Northeast Assistance and P2 News* distributed to **approximately 1,500 readers**
- **20 other NEWMOA publications or documents** developed and distributed
- **19 online databases and other downloadable tools and resources** developed and/or maintained
- More than **600 companies** reporting on their mercury-added products through the Interstate Mercury Education and Reduction Clearinghouse (IMERC)
- **8 NEWMOA member states**
- **15 IMERC member states**
- **11 Interstate Chemicals Clearinghouse (IC2) member states** and **one local government agency**
- **4 meetings** of the NEWMOA Board of Directors
- **2 working groups co-chaired:** the National P2 Results Task Force and Green Chemistry Government Workgroup (part of the EPA Region 1 New England Green Chemistry Challenge)
- **27 Workgroups or Committees** involving approximately **445 participants** and **5 networking groups** involving **approximately 120 participants**
- **7 NEWMOA staff**

For more information, visit www.newmoa.org.



2013 NEWMOA HIGHLIGHTS

Brownfields Cleanup

Cleanup of brownfield sites transforms contaminated land from a public liability to an asset that provides direct environmental, economic, and employment benefits. In 2013, NEWMOA conducted successful workshops on technical issues related to waste site cleanup and brownfields. In addition, the Association supported an initiative to address policy and programmatic challenges related to the management of mildly contaminated soils at brownfield and other cleanup sites.

See page 7 for a full description.

Hazardous Waste Training

NEWMOA provided training for hazardous waste program staff through monthly information-sharing conference calls and a workshop. The calls focused on a wide range of topics from management and disposal of used propane tanks to pharmaceutical waste management. NEWMOA held an advanced hazardous waste inspector workshop for state programs in EPA Region 1.

See page 13 for a full description.

Chemical Hazard Assessment Database (CHAD)

IC2 launched a new online tool, called the Chemical Hazard Assessment Database (CHAD), in 2013. CHAD enables users to search for GreenScreen™ and Quick Chemical Assessment Tool (QCAT) assessments. The purpose of CHAD is to promote awareness of hazard assessments conducted on chemicals of concern, facilitate transparency and discussion, and reduce cost and duplication of effort.

See page 16 for a full description.

National Meeting on Compliance Strategies & Performance Measurement

NEWMOA organized a successful “National Meeting on Environmental Compliance Assurance and Performance Measurement Strategies” in June in partnership with the Environmental Council of the States (ECOS). The objectives of the Meeting were to:

- Bring state, tribal, and federal programs together to share information and results
- Discuss compliance assurance approaches and their effectiveness
- Identify next steps for the States’ Environmental Results Program (ERP) Consortium

See page 15 for a full description.

Pharmaceutical Waste Workgroup

In 2013, NEWMOA launched a Pharmaceutical Waste Workgroup to help address environmental concerns about pharmaceuticals in the environment, particularly since more are being discovered in surface waters, ground water, landfill leachate, and aquatic life. An aging population and the growing number of new drugs that are brought to market exacerbate the problem. The vast majority of unused pharmaceuticals are drain disposed or discarded in the trash, allowing for possible direct releases to the environment. NEWMOA has an interest in improving pharmaceutical waste management, in part because many healthcare facilities and pharmacies operate across state lines in the Northeast.

See page 13 for a full description.



Sustainable Grocers Initiative

NEWMOA has kicked off a Sustainable Grocery Initiative to:

- Increase adoption of sustainable practices to address environmental problems in the grocery sector
- Recognize the achievements of those within the sector
- Measure the environmental benefits of the initiative

In 2013, the Association’s Sustainable Grocery Initiative Workgroup developed a checklist of sustainable business practices. All aspects of grocery store operations are addressed in the checklist. In the coming year, the Workgroup will finalize the checklist, market the program, engage industry partners, and move the program from the pilot phase to launch.

See page 6 for a full description.

Sustainability & Pollution Prevention

In 2013, NEWMOA's Pollution Prevention and Sustainability Program focused on a grocery-sector sustainability initiative, the development and expansion of virtual networks of professionals working on sustainable lodging and green chemistry, and convening the states in-person and through conference calls.

POLLUTION PREVENTION RESOURCE EXCHANGE (P2RX)

NEWMOA supports a regional Pollution Prevention Resource Exchange (P2Rx) Center. The Exchange is a network of eight regional centers that advance P2 as a cornerstone of sustainability. The goals of P2Rx are to build networks, deliver P2 information, and measure P2 program results. In 2103, NEWMOA fulfilled its P2Rx goals through the delivery of services and resources such as:

- [National Sustainable Lodging Network](#)
- [Green Lodging Calculator](#)
- [Green Chemistry Connection](#)

In addition to supporting the northeast regional P2Rx center, NEWMOA fills a key infrastructure role by maintaining the national P2Rx website: www.p2rx.org. A number of P2Rx web-based services originate from the P2Rx.org website and are broadcast to regional centers' websites. NEWMOA provides ongoing technical support to other P2Rx centers to help maintain these products and services.

GREEN CHEMISTRY CONNECTION

Green chemistry is the design of chemical products and processes that reduce or eliminate the use or generation of hazardous substances across the life cycle of a product, including its design, manufacture, and use. Over the past few years, under the leadership of EPA Region 1 Administrator Curt Spalding, stakeholders from government, academia, business, finance, non-governmental organizations, and the healthcare sector have met to discuss strategies for advancing green chemistry as a catalyst to growing a sustainable economy in New England and beyond. This effort, known as the New England Green Chemistry Challenge (NEGCC), has spurred the development of an online professional social network aimed at the same goals. In 2013, NEWMOA developed the information systems for this network, and NEGCC members beta-tested it.

The Green Chemistry Connection (www.greenchemconnect.org) is set to

launch nationally in 2014. It allows network members to share case studies, event announcements, videos, and training materials. The site also enables network members to ask questions of experts in real-time; to identify collaborative opportunities among companies, academic centers, and researchers; and to solve green chemistry problems.

NORTHEAST P2 & SUSTAINABILITY ROUNDTABLE

NEWMOA formed the Northeast Pollution Prevention and Sustainability Roundtable in 1989 to enhance the capabilities of the state and local government environmental officials in the Northeast to implement effective multimedia source reduction and assistance programs to promote sustainability and improvement in public health and the environment. The Roundtable serves state and local environmental pollution prevention programs by:

- Managing a regional roundtable of state and local environmental programs
- Managing a resource center for information
- Conducting training sessions for state officials
- Researching innovative and source reduction strategies and techniques
- Coordinating joint policy and program development.



GARY GULKA

Vermont
Department of
Environmental
Conservation
2013 Pollution
Prevention &
Sustainability
Program Area Chair

In 2013 the Roundtable held face-to-face meetings of state and federal programs in EPA Regions 1 and 2 to share information and coordinate on program development. NEWMOA also issued one e-newsletter, called *Northeast P2 & Sustainability News* covering state P2 and sustainability activities.

REGIONAL SUSTAINABLE GROCERY INITIATIVE

There are a significant number of opportunities at grocery stores to reduce energy and water use; reduce, reuse, and recycle various materials and wastes; improve management of storm water; and promote the sale and use of greener products. These measures can help mitigate greenhouse gases, conserve natural resources, create a healthier environment for employees and customers, and save money. According to a 2012 Food Marketing Institute study, a store's sustainability practices are an important factor for 50 percent of customers when they consider where to shop. Even as the economy recovers from the recent recession, 67 percent of consumers report that they are willing to pay more for organic products and look for locally-sourced products when shopping. A number of NEWMOA's members have established or are in the process of creating green business recognition and leadership programs focused on grocery stores.

The goals of NEWMOA's Sustainable Grocery Initiative are to:

- Increase adoption of sustainable practices to reduce the environmental footprint of the grocery sector
- Recognize the achievements of those within the sector
- Measure the environmental benefits of the initiative

NEWMOA is pursuing the following strategies under the Initiative:

- Establish a model that can be implemented on a multi-state basis
- Create flexibility and support a phased approach across states
- Develop tools and resources to help state programs that are working with the sector

- Develop tools to help estimate environmental outcomes

In 2013, the Sustainable Grocery Initiative Workgroup developed a uniform checklist of sustainable business practices. The checklist is the foundation of state green business programs aimed at increasing the adoption of sustainable practices and recognizing the achievements of leading grocers. All aspects of grocery store operations are addressed in the program. In the coming year, the Workgroup will market the program, engage industry partners, and move the program from the pilot phase to launch.

MEASURING & COMMUNICATING RESULTS

A key role of NEWMOA's P2 & Sustainability Program is helping state and local programs capture and communicate the results of their efforts. In 2013, NEWMOA released an updated version of its P2 and Assistance Tracker (P2@) Software. This upgrade to the software included a number of improvements, such as functions that enable programs to track results across a sector-based initiative and a control panel that allows programs to customize the software for their individual requirements. The system was also modified so that results can be fed into the National P2 Results Data System, which aggregates results from programs nationally.

In 2013 NEWMOA continued to lead P2 and sustainability measurement nationally by co-chairing the National P2 Results Task Force, a joint task force of the National Pollution Prevention Roundtable and P2Rx.

NEWMOA and the Massachusetts Office of Technical Assistance (OTA) for Toxics Use Reduction have collaborated for many years to develop a materials use and profitability software tool, called *Energy & Materials Flow & Cost Tracker* (EMFACT™). The project builds upon the application of environmental management accounting as a critical aspect of sustainable production and P2.

In 2013, NEWMOA and MA OTA released the EMFACT™ source code and created an open-source site to encourage interested software developers to help improve and enhance the tool and to enable companies and consultants to customize it to address their needs. The site welcomes suggestions and encourages potential developers to share ideas. ■

Green Lodging Calculator

NEWMOA launched the [Green Lodging Calculator](#) in late FY 2012 and early 2013 to help state and local sustainable hospitality programs and lodging facilities estimate the financial and environmental benefits from sustainable practices. The Calculator is the culmination of a multi-year effort designed to improve the methodologies used for estimating and communicating the environmental and financial benefits of sustainable lodging practices.

The calculator contains over 40 waste-, water-, and energy-related measures covering 18 common practices that lodging facilities can implement. These are only some of the sustainable activities that can result in environmental and financial savings. Many state and local certification and recognition programs, as well as third-party certification programs, promote sustainable practices that are yet to be built into the Calculator. NEWMOA encourages the development and sharing of measures for these practices with the hope of adding them to the [Calculator](#) in the future.



Addressing Waste Site Cleanup Challenges

NEWMOA's Waste Site Cleanup (WSC) Program provides vital support, particularly training to help states address the challenges they face. Organizing training through NEWMOA is more cost-effective than each state's developing this capacity. The Association also enables its members to learn about emerging issues and develop responses more efficiently than they would if they operated separately. As resources available to state waste site cleanup programs continue to shrink, the efficiencies states gain through NEWMOA become even more valuable.

In FY 2013, WSC programs relied on NEWMOA to help them understand issues and share technical information and policy approaches on several emerging and priority topics, including:

- Changes in the toxicity values for trichloroethylene (TCE)
- Responding to Hurricane Sandy and the implications of climate change
- Addressing sites with 1,4-dioxane contamination
- Complying with EPA requirements for sites with polychlorinated biphenyl (PCB) contamination
- Continued reductions in program funding

TRICHLOROETHYLENE (TCE) CONTAMINATION & VAPOR INTRUSION

TCE is a contaminant found at many waste sites. EPA recently updated the toxicity values for TCE in its Integrated Risk Information System (IRIS), which

lowers the concentrations at which adverse outcomes might occur. NEWMOA held a states/EPA discussion on this and other emerging issues in 2013.

Since 2004, NEWMOA has organized at least one meeting of state and EPA Region 1 brownfields program staff each year to help members improve the effectiveness of their programs. NEWMOA held a discussion about TCE as part of this annual meeting and expanded attendance. The March 2013 meeting was well-attended by staff across WSC programs, and, in addition to TCE, participants discussed:

- IRIS changes for tetrachloroethylene (PCE), dioxin, and naphthalene

- Resiliency planning for climate change impacts
- 1,4-dioxane
- State Brownfield program updates and priorities
- Updates from EPA on their brownfield program priorities

Volatile contaminants in groundwater or soil can migrate into nearby buildings, creating a potential for human exposure called vapor intrusion (VI). For example, TCE is volatile, and VI is a concern at sites where it is found. As awareness of VI as a potential problem has emerged,

NEWMOA has organized workshops for states and consultants in 2006, 2007, and 2008. Due to the changes in TCE concerns, NEWMOA decided to hold an updated VI training in September. NEWMOA partnered with the Brown University Superfund Research Program to hold a "Vapor Intrusion Updates" workshop in Providence, RI and Westford, MA. Attendance at both workshops reached maximum capacity, and evaluations were uniformly positive.



JAY NAPARSTEK

Massachusetts
Department of
Environmental
Protection

2013 NEWMOA
Waste Site Cleanup
Program Chair

SUSTAINABLE REMEDIATION

Hurricane Sandy occurred in October 2012 and flooded several clean-up sites with final remedies that left contamination in-place. The problems Sandy created



raised awareness that WSC programs might need to factor-in potential impacts of climate change when selecting remedies and in operation and maintenance plans. Climate change is expected to raise sea levels and increase the power of large storms, both factors that could increase flooding of contaminated properties. EPA presented on this topic at the March States/EPA NEWMOA meeting and outlined EPA's activities.

Northeast state programs and EPA are promoting the use of contaminated property for renewable energy production, particularly solar panels at closed landfills. NEWMOA organized a December 2013 workshop called "Moving Towards More Sustainable Remediation" to inform participants about these kinds of initiatives.

An emerging contaminant that WSC programs find challenging is 1,4-dioxane, an added ingredient in many products and a manufacturing by-product. It is highly soluble in water, relatively non-volatile, and does not naturally degrade, so it is difficult to remove once it is in groundwater. Some state programs have gained experience with sites that have 1,4-dioxane and shared their knowledge at the March 2013 States/EPA NEWMOA meeting. In FY 2013, NEWMOA also organized a session on 1,4-dioxane for the "International Conference on Soils, Sediments, Water, and Energy" held in October 2013 at the University of Massachusetts in Amherst, MA.

POLYCHLORINATED BIPHENYLS (PCBS)

Although no longer commercially produced in the United States, PCBs may be present in products and materials manufactured before the 1979 federal PCB ban. Products made before 1979 that commonly contained PCBs included electrical equipment, particularly transformers and capacitors; fluorescent light ballasts; and oil used for cooling in motors and hydraulic systems. Other uses included cable

insulation, adhesives and tape, plastics, carbonless copy paper, oil-based paint, floor finish, and caulk.

PCBs have been demonstrated to cause cancer, as well as a variety of other adverse health effects associated with the immune system, reproductive system, nervous system, and endocrine system. PCBs entered the environment during their manufacture and use in the United States prior to the 1979 ban and through leaks or releases from electrical transformers and other equipment containing PCBs. In addition, some pre-1979 PCB-containing products are still in use today. PCBs do not readily break down and, therefore, threaten human health and the environment for long periods of time.

Beginning in fiscal year 2010, NEWMOA focused on helping its members clarify the requirements and review processes for sites with PCB contamination. PCBs are regulated under the Toxic Substances Control Act (TSCA), which is different from other contaminants. TSCA oversight and review requirements are often unfamiliar and confusing for state programs and the regulated community, and this can lead to expensive delays in projects. NEWMOA's efforts culminated with a sold-out workshop "[Understanding TSCA and State Requirements for Sites with PCB Contamination](#)" held in November 2012 in Connecticut and December 2012 in Massachusetts. Over 225 state and EPA staff as well as consultants heard the most up-to-date information from national experts.

The presence of PCBs in building products, such as window caulk, continues to affect state waste site cleanup programs, and NEWMOA supplemented the in-person workshops with a July 2012 [webinar focused on the status of treatment technologies](#).

BROWNFIELDS FUNDING

Responding to cuts in federal funding continues to be a major focus of state WSC programs. A primary source of federal funding for state programs is brownfields 128(a) grants from EPA. Since 2009, 128(a) funding for each of the New England states has been reduced by 25 percent or more, which has impacted their ability to provide important services. The success of EPA's Brownfields Program has resulted in a growing demand among states and tribes for 128(a) funding. However, Congress established a cap on annual funding at \$50 million. In order to meet the increasing demand, EPA has had to reduce funding for longstanding programs, like those in New England. Unless Congress amends the Act and allocates more resources, additional cuts are likely in the future.

NEWMOA has developed state brownfields program brochures to help educate Congress, EPA, state legislatures, and the public about the value of 128(a) funding to the state waste site cleanup programs and the services they provide that are necessary for the success of all brownfields projects. In FY 2013, NEWMOA completed "Getting Properties Back to Work: Waste Site Cleanup Programs Key for Communities" brochures for Connecticut, Massachusetts, New Hampshire, Rhode Island, and Vermont.

URBAN FILL & OTHER MILDLY CONTAMINATED SOILS

NEWMOA's Waste Site Cleanup and Solid Waste Programs initiated a multi-year project in fiscal year 2011 that focuses on improving the management of mildly contaminated soil. Construction and utility projects, particularly in urban areas, can generate soils that cannot be used at the project site and contain contaminants at levels that are detectable but well below hazardous waste criteria. Providing clear guidance to generators of excess soil on acceptable management options



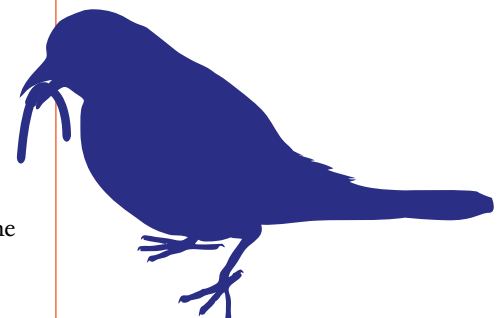
NEWMOA produced state-specific Brownfields Program brochures to help educate Congress, EPA, state legislatures, and the public about the value of the state waste site cleanup programs to the success of brownfields projects.

is a challenge for state agencies because requirements can differ between the waste site cleanup and solid waste programs. Due to strict requirements or the lack of clear guidance, excess soil is often transported long distances to solid waste landfills, consuming valuable landfill space and adding significant costs to projects.

NEWMOA's initiative is focused on helping state solid waste and waste site cleanup programs develop frameworks for the management of mildly contaminated soils that:

- Protect human health and the environment
- Provide clarity to utilities, construction operators, departments of public works (DPWs), other developers, and government agencies
- Involve requirements that are not onerous for states or stakeholders to implement
- Preserve landfill capacity by allowing non-landfill uses, as appropriate
- Promote cost-effective alternatives
- Increase consistency within states
- Increase consistency among states in the region, where feasible

The project has succeeded in improving communication both within state agencies—between the waste site cleanup and solid waste programs—and among the states' programs in the region. Participants learn about the issues and strategies under consideration in other states and share ideas for making improvements. In FY 2013, NEWMOA facilitated three Workgroup conference calls and developed a private area on its website where regulations and policies for each state, and presentations that workgroup participants have made to stakeholders, are posted. ■



Transitioning to Sustainable Materials Management

As state solid waste programs in the Northeast continue our transition from a waste management perspective to one that also advances sustainable materials management (SMM), we rely on NEWMOA to help us learn from each other about the associated challenges and some of the activities that are likely to be successful.

In FY 2013, NEWMOA's solid waste program addressed sustainable materials management priorities in a number of ways, including:

- Providing opportunities to share information on priority technical and policy topics
- Promoting the reduction, reuse, and recycling of waste paint
- Collecting construction and demolition (C&D) materials and municipal solid waste (MSW) data
- Supporting implementation of state extended producer responsibility (EPR) legislation

RE-ENVISIONING SOLID WASTE MANAGEMENT

Throughout 2012, the Connecticut Department of Energy and Environmental Protection (CT DEEP), in partnership with the Connecticut Department of Economic and Community Development, EPA Region 1, NEWMOA, and others, held a series of five events focused on re-envisioning solid waste management. This effort was designed to identify effective options for unlocking the value of the materials in waste. Recyclers, manufacturers, waste management firms, waste haulers,

representatives of non-governmental organizations, state and local government officials, industrial ecology experts, solid waste consultants, and academic researchers participated in the events.

DEEP started the conversation at a January 2012 Roundtable by framing some of the key challenges facing state and local waste management programs and the industry. DEEP leaders argued that the economics of virgin and used materials have evolved over the past 20 years and that how the U.S. manages waste in the 21st century is ripe for review and change. There are well-recognized weaknesses in some of the existing waste management methods. Disposal and transportation costs are rising. Municipal budgets are strained. Recycling rates have hit a plateau. Solid waste industry players have changed and consolidated. And keeping up with these changes is challenging.

The events focused on the economic value of waste; how to increase this value; and how to close infrastructure gaps to increase collection, processing, marketing, and manufacturing locally while also examining markets abroad. The sessions generated many ideas and suggestions for helping reduce the generation of municipal solid waste, increase waste reuse and composting, and increase recycling. In December 2012, CT DEEP and NEWMOA issued a Report that summarizes the major themes, ideas, and options for action by the state and regional leaders that participated in the events.



SARAH WEINSTEIN

Massachusetts
Department of
Environmental
Protection

2013 NEWMOA
Solid Waste
Program Chair

EXTENDED PRODUCER RESPONSIBILITY (EPR)

All of the Northeast states have enacted at least one EPR law. In total, our states now have more than 25 producer responsibility laws covering electronics, paint, mattresses, mercury thermostats, mercury auto switches, fluorescent lamps, and rechargeable batteries. To ensure that we are all speaking a common language, NEWMOA's Board of Directors adopted a *Resolution on the Definition of Product*

Stewardship & Extended Producer Responsibility in March 2013. The Resolution defines product stewardship as the act of minimizing health, safety, environmental, and social impacts and maximizing economic

benefits of a product and its packaging throughout all lifecycle stages. It defines EPR as a mandatory type of product stewardship that includes, at a minimum, the requirement that the producer's responsibility for its product extends to post-consumer management of that product and its packaging. EPR shifts end-of-life financial and management responsibility, with government oversight, upstream to the producer and away from the public sector, thereby providing incentives to producers to incorporate environmental considerations in the design of their products and packaging. To help implement this Resolution, NEWMOA developed a reciprocity agreement with the Product Stewardship Institute (PSI) and participated in three regional EPR discussions that the Institute organized in 2013.

NEWMOA facilitates a regional EPR Implementation Workgroup that promotes networking and information sharing among state agency staff involved with these programs. In FY 2013, this Workgroup held several conference calls to share lessons learned and develop next steps for regional cooperation. In August, NEWMOA made a presentation on state EPR legislation and priorities to the Northeast Committee on the Environment (NECOE, which consists of the commissioners of the state environmental agencies for the New England States and New York) for their consideration. After that presentation, the NECOE asked NEWMOA to help support their deliberations on EPR in Fiscal Year 2014.



NEWMOA's brochure helps local governments in rural areas understand their waste paint management options.

PROMOTING THE REDUCTION, REUSE, & RECYCLING OF WASTE PAINT

Many communities struggle to help residents properly manage and reduce disposal of the significant amounts of leftover latex paint they generate. Before latex paint can be thrown in the trash, it needs to be dried out—a process that is time consuming and cumbersome—and many homeowners and small businesses end up keeping their leftover paint in storage or resort to improper disposal. In FY 2013, with funding from the U.S. Department of Agriculture (USDA), NEWMOA initiated a project in collaboration with waste management authorities and stakeholders in five rural areas in Maine, Vermont, and New York to develop effective strategies to reduce, reuse, and recycle leftover latex paint. The project partners were:

- Androscoggin Valley Council of Governments, Maine
- Rutland County Solid Waste District, Vermont
- Erie County Northeast Southtowns, New York
- Eastern Rensselaer County Solid Waste

Management Authority, New York

- Montgomery Otsego Schoharie Authority, New York

NEWMOA and its partners developed a series of publications, including a guide for municipalities and a handout for consumers. “Reducing, Reusing, & Recycling Waste Latex Paint in Rural Communities,” the municipal guide, was designed to help local government officials in rural communities better understand options available for reducing, reusing, and recycling leftover latex paint, and includes case studies. The consumer handout includes “Tips for Minimizing Latex Paint” and local options for “What to Do with Leftover Latex Paint” and encourages donations, reuse, recycling, and proper disposal. NEWMOA created local versions of the handout for each of its partners and three templates for other communities to use.

During the summer and fall of 2013, NEWMOA held workshops in the project locations to promote alternatives to disposal. During 2013, Maine and Vermont enacted EPR legislation for paint, and PaintCare, the organization set up by the paint manufacturers to support the

collection and recycling of unused paint, participated in the workshops to explain how their EPR programs will work.

NEWMOA also made presentations on the project at the Maine Resource Recovery Association's annual meeting and the North American Hazardous Materials Management Association's (NAHMMA) annual national conference.

C&D MATERIALS & MSW DATA

NEWMOA has collected and analyzed C&D debris and MSW disposal data for a number of years. In FY 2012, NEWMOA's members agreed to a set of common reporting requirements and terminology for the reports that C&D materials-processing facilities submit to our solid waste programs describing how they manage the materials they take in. This effort was undertaken, in part, because state and industry stakeholders recognized that harmonizing the information reported by C&D debris-management facilities could greatly improve transparency in this regional market and could help increase recycling. In addition, the use of common terms in facility reporting will enable state agencies to gather and share similar information and will provide better, more comparable data to assess C&D debris management and to support development of state policies and programs. In FY 2013, NEWMOA supported state program efforts to implement this agreement. NEWMOA plans to prepare a report on regional C&D debris processing, recycling, and disposal once calendar year 2013 data is available.

In FY 2013, NEWMOA completed and published its analysis of calendar year 2010 MSW disposal data, including information on interstate waste flows. The analysis showed that approximately 30.3 million tons of MSW were generated in the region and disposed of in 2010, a reduction of over 7.8 percent from 2008. The amount of MSW requiring disposal is affected by economic activity and trends

and the availability of reuse, recycling, and composting markets and infrastructure. Since it began publishing similar presentations in 2000, NEWMOA has found that all of the Northeast states export MSW to facilities in other NEWMOA states for disposal, and, with the exception of Rhode Island and Vermont, disposal facilities in all of the NEWMOA states import MSW from other NEWMOA states.

INFORMATION SHARING

NEWMOA's Solid Waste and Sustainable Materials Management (SMM) Steering Committee selects topics for information-sharing conference calls or webinars based on the results of an annual survey. In 2013, these educational events covered:

- Compost contamination issues and experiences
- EPA Region 4 states' experience with regional solid waste data collection
- Recycling markets and infrastructure for carpet recycling
- MSW gasification and other conversion technologies

Each of these webinars included presentations by non-state experts.

As resources available to state solid waste programs continue to shrink, the efficiencies states gain through NEWMOA become even more valuable. Information-sharing through the Association enables its members to learn about emerging issues and develop responses more efficiently and effectively than they would if each worked separately. ■



Presenters at NEWMOA's September 2013 Vapor Intrusion Updates Workshop held at Brown University in Providence, R.I.

Hazardous Waste Management

In 2013, NEWMOA continued its longstanding tradition of providing training for hazardous waste program staff through monthly information-sharing conference calls and workshops.

This year the calls focused on:

- EPA's hazardous waste inspector training modules
- Properly estimating closure costs in permits
- Sampling of C&D debris
- Measuring the benefits of Resource Conservation and Recovery Act (RCRA) and outcomes of RCRA inspections
- Management of e-submittals and electronic record-keeping in state RCRA programs
- Cathode ray tube (CRT) glass processing
- Roles of the Drug Enforcement Agency (DEA), states, and EPA in the management of pharmaceutical waste
- Properly handling separator water from distillation/evaporators at dry cleaners
- Properly managing waste from firing ranges: land disposal restrictions (LDRs), remediation wastes, and contaminated soils
- Managing hazardous waste collected from foreclosed residential and commercial property

NEWMOA held advanced hazardous waste inspector workshops in June for state programs in EPA Region 1. This session focused on:

- New Hampshire's compliance and

- enforcement checklist for hospitals
- Land Disposal Restrictions
- Approaches to addressing contained-out policies
- Case studies of inspections of lamp recyclers
- Interesting RCRA enforcement cases

The workshop evaluations from the 60 participants emphasized how important the workshops are for state RCRA program staff. These sessions and the conference calls are the primary in-person training that they receive.

PHARMACEUTICAL WASTE MANAGEMENT

In 2013, NEWMOA launched a Pharmaceutical Waste Workgroup to help address environmental concerns about pharmaceuticals in the environment, particularly since more are being discovered in surface waters, groundwater, landfill leachate, and aquatic life. An aging population and the growing number of new drugs that are brought to market exacerbate the problem. The vast majority of unused pharmaceuticals are drain disposed or

discarded in the trash, allowing for possible direct releases to the environment.

NEWMOA has an interest in improving pharmaceutical waste management, in part because many healthcare facilities and pharmacies operate across state lines in the Northeast. The organization has advocated for new regulatory approaches and coordination with EPA and other federal agencies, such as the Food and Drug Administration (FDA) and the Drug Enforcement Agency that could yield a holistic, flexible, and environmentally-sound approach to pharmaceutical waste management. This might

include a new regulatory framework encompassing education, extended producer responsibility, and convenient collection for households and other small generators. EPA is developing a proposal to address changes to the RCRA regulations under Subtitle C to address certain pharmaceutical wastes.

NEWMOA's Pharmaceutical Waste Workgroup promotes interstate collaboration on:

- Sharing monitoring data related to pharmaceuticals in the environment
- Communicating and coordinating with EPA on

federal regulatory approaches to pharmaceutical waste management

- Helping members share information on enforcement of existing laws and regulations



MICHAEL WIMSATT

New Hampshire
Department of
Environmental
Services

2013 NEWMOA
Hazardous Waste
Program Chair

Optimizing Agency Functions

Lean and Six Sigma methods help organizations identify and eliminate unnecessary and non-value added steps and activities that have built up over time. These process improvement approaches were developed originally for use in the private sector for manufacturing processes, but there has been steady progress towards adapting them for use with service and administrative processes. In non-manufacturing settings, waste (non-value added activity) is most prevalent in the information flows associated with these activities.

Public-sector interest in Lean and Six Sigma is increasing rapidly. Government organizations are using them to improve their administrative activities. Interest among environmental programs is growing, and they are getting results. Some of these organizations are taking the Lean framework and adapting it to their efforts to improve efficiency in their operations. EPA headquarters and regional offices have employed Lean methods to shorten process timeframes by as much as 82 percent and reduce the number of process steps by more than 63 percent. About 30 state environmental agencies, including a number in the Northeast, are using Lean to dramatically improve permitting, administrative reviews, and other activities. State environmental agencies have

found that these methods enable them to understand how their processes are working on the ground and to make adjustments that optimize desired outcomes. By getting routine activities to function more smoothly and consistently, staff time can be freed to focus on higher-value activities.

NEWMOA supports a LEAN Practitioners Workgroup to facilitate information sharing and help its members learn from each other's experience and exchange technical resources. In FY 2013, the group held four conference calls to promote information sharing and coordination and plan a regional summit for 2014. The summit will:

- Provide a forum for exchanging success stories, results, tools, and information
- Share examples of how Lean and similar efficiency initiatives are improving performance of agencies and delivering environmental value
- Identify examples of how Lean and similar efficiency efforts have increased efficiency and effectiveness of environmental permitting, compliance, sampling and analysis, and enforcement activities
- Identify opportunities for coordination and collaboration among state agencies and with EPA

NEWMOA will invite state and federal environmental agency managers and staff involved with and interested in Lean and other approaches to improving efficiency of various agency activities including those from the New England states, New York, and New Jersey; EPA Regions 1 and 2 staff; interstate organizations; and others. The summit organizers will also invite managers and staff at state environmental laboratories.

- Keeping informed about regulatory approaches being tested in states and other jurisdictions
- Working collaboratively to develop elements of new regulatory approaches and models

The Workgroup held its first conference call in September 2013.

HAZARDOUS WASTE MANIFEST SYSTEM

The Hazardous Waste Manifest System is a set of forms, reports, and procedures designed to seamlessly track hazardous waste from the time it leaves the facility where it was produced until it reaches the off-site waste management facility that will store, treat, or dispose of it. The system allows the waste generator to verify that its waste has been properly delivered and that no waste has been lost or unaccounted for in the process. State and federal RCRA programs consider this cradle-to-grave tracking to be an essential component of effective hazardous waste management.

State agencies receive copies of the manifests from haulers and have developed various approaches to managing, storing, and retrieving the information. In 2012, Congress passed legislation and authorized funding to create an electronic system for completing, submitting, and sharing the manifests.

In 2013, NEWMOA held the first conference call of its Hazardous Waste Manifest Workgroup to help state programs share information on their collection, storage, and retrieval of manifests and to facilitate member involvement in the development of EPA's new national electronic manifest system. The Workgroup created a matrix that summarizes for each state who submits the manifests, their methods of storing them, contact/s for the program, and other useful information. ■



Sustainable Compliance Strategies

From 2009 to 2013, NEWMOA worked with the Small Business Environmental Assistance Programs (SBEAPs) in the six EPA Region 5 states (IL, IN, MI, MN, OH, and WI) to develop and implement an Environmental Results Program (ERP) for autobody refinishing shops. The autobody sector was chosen because EPA has issued an area source rule that affects the shops.

The Autobody ERP Initiative involved:

- Developing a common inspection checklist
- Randomly selecting a statistically valid number of facilities and conducting baseline visits at the selected shops
- Analyzing the results of the baseline visits to identify the areas where shops need additional assistance in understanding how to comply with state and federal rules
- Developing outreach materials, including a self-certification checklist, and performing outreach to shops
- Conducting follow-up inspections at another randomly-selected set of shops after the compliance date (March 2011)
- Comparing facility performance before and after outreach to understand its effectiveness in raising compliance

The project documented statistically significant compliance improvements over a relatively short period of time and demonstrated the value of ERP as a compliance monitoring approach. In addition, the project showed that:

- ERP can effectively provide training and assistance to a large number of newly regulated entities, particularly small businesses

- A successful regional project can combine the efforts of multiple states to reduce the burden on each agency and make compliance assistance and monitoring more efficient than if each SBEAP had to conduct a program individually
- A coordinated effort among SBEAPs and EPA Regional staff can achieve compliance improvement results

In 2013, NEWMOA helped the [Wisconsin Department of Natural Resources](#) complete the [final report on the project](#), including:

- Working with a software contractor to address issues with an ERP data analysis program, called Performance Analyzer Software (PAS), and update a user manual and supporting documentation
- Posting the PAS on the ERP Consortium Website
- Performing statistical comparisons of baseline and follow-up inspection data
- Developing graphs and other supporting materials for the report
- Reviewing and providing comments on the draft report
- Helping prepare an outreach document that summarizes the project and results

NEWMOA held a “[National Meeting on Environmental Compliance Assurance and Performance Measurement Strategies](#)” in June by partnering with the Environmental Council of the States (ECOS) on meeting planning and reaching out to potential participants. The objectives of the Meeting were to:

- Bring state, tribal, and federal programs together to share information and results

- Discuss compliance assurance approaches and their effectiveness
- Identify next steps for the States ERP Consortium

NEWMOA formed a meeting planning committee to develop the meeting agenda and a proposal for the future of the Consortium. The meeting was attended by EPA staff and representatives of regulatory and assistance programs from over 20 states and counties across the country. After the Meeting, NEWMOA held several conference calls to follow-up and prepare a presentation of recommendations for the September ECOS meeting.

In FY 2013, the Consortium also held several conference calls to share information and discuss upgrades to the Consortium website. NEWMOA finished the redesign of the [ERP Consortium website](#), including updating it and developing new content, and launched the new site. The Consortium also held [webinars](#) on the:

- EPA Region 5 Autobody ERP Update and Results
- States Common Measures Project
- Massachusetts Underground Storage Tank (UST) Program Evaluation Results

Collaboration on Safer Chemicals



In FY 2013, NEWMOA facilitated and supported the Interstate Chemicals Clearinghouse (IC2) and the Interstate Mercury Education and Reduction Clearinghouse (IMERC). Both Clearinghouses managed a number of important online resources to advance their goals during the year.

INTERSTATE CHEMICALS CLEARINGHOUSE (IC2)

IC2 launched a new online tool, the Chemical Hazard Assessment Database (CHAD), in 2013. CHAD enables users to search for GreenScreen™ and Quick Chemical Assessment Tool (QCAT) assessments. The purpose of this tool is to promote awareness of hazard assessments conducted on chemicals of high concern, facilitate transparency and discussion, and reduce cost and duplication of effort. Clean Production Action, a non-profit environmental organization, created the GreenScreen™ for Safer Chemicals (GS) to help users evaluate chemicals and their potential degradation products against a range of toxicity, environmental fate, and physical/chemical endpoints. Chemicals receive a combined “benchmark score” based upon the assessments of 19 hazard endpoints. The GS places chemicals along a continuum of concern and assigns them one of four possible benchmarks. The result of this process enables chemicals to be compared with potential alternatives using a consistent and common template.

Because of the significant technical resources required to prepare a GS, the Washington Department of Ecology

developed a simplified version, called the Quick Chemical Assessment Tool (QCAT). The primary goal of the QCAT is to assign an appropriate grade for a chemical using a subset of GS high priority hazard endpoints. As a result, QCAT requires fewer data sources to complete and can be used to screen chemicals to ascertain whether a more in-depth GS assessment is necessary. QCAT provides an approximation of the potential concerns associated with a chemical based upon limited data. IC2 continues to gather GS and QCAT assessments from qualified toxicologists and analysts and post them in CHAD.

IC2 supported the development of an *Alternatives Assessment (AA) Guide* throughout FY 2013. An alternatives assessment is a methodology that manufacturers, product designers, businesses, governments, and other interested parties can use to help make better, more informed decisions about the use of toxic chemicals in their products

or processes. The *Guide* was released in January 2014. It is designed to:

- Be flexible enough to meet a wide range of user needs including small, medium, and large businesses; local, state, and federal governments; and other interested parties
- Provide sufficient flexibility that assessors can define what constitutes an AA, including which criteria to use and to what depth each is evaluated
- Foster replacement of toxic chemicals in products by facilitating selection of less hazardous, safer alternatives
- Include all reasonable criteria to be addressed in an AA, including hazard, exposure, performance, cost, and availability
- Recommend the minimum data set needed to conduct an AA



JOHN VANA

New York State
Department of
Environmental
Conservation

2013 NEWMOA
Priority Chemicals
Program Chair

The *Guide* will help IC2's members to standardize the AA process. It allows states with similar interests to share AA results among the IC2 membership. Previous experience has shown that state resources are not optimized when multiple states work on the same issue without sharing expertise and results. For example, Maine, Washington, and Illinois all conducted AAs for the flame retardant called decabromodiphenyl ether using different methodologies. Resources

could have been saved if one state conducted an AA and shared the results with other IC2 members.

Eight IC2 member states (California, Connecticut, Massachusetts, Michigan, Minnesota, New York, Oregon, and Washington) worked together on the *Guide*. Representatives from these states formed a Technical AA Guide (TAAG) Team. The EPA Design for the Environment (DfE) Program, which has extensive AA experience, provided technical support. Team members have expertise in toxicology, chemistry, human health, exposure, life cycle assessment, and environmental policy. The IC2 has also been collaborating with businesses and non-governmental organizations on the development of the *Guide*.

The IC2 started to develop a stand-alone website in 2013, which it plans to launch in 2014. The website will enable IC2 to have a more visible presence on the internet, and it will prominently highlight the key database resources that IC2 has developed. These include the “States’ Priority Chemicals”, CHAD, and “State Chemicals Policy”. IC2 staff has updated the policy database to include enacted and proposed state-level chemicals legislation for 2013. Users can search the Database by state, region, status (e.g., enacted, proposed, and failed), policy category (e.g., pollution prevention, single chemical restriction), chemical, and product type (e.g., children’s products, cleaning products).

During FY 2013, IC2 planned a meeting on “Chemical Use Disclosure” that took place early in FY 2014. The meeting was designed to provide an opportunity for Members and Supporting Members of the Clearinghouse to hear from members of the BizNGO Network and the Green Chemistry and Commerce Council (GC3) about the growing effort to increase transparency concerning chemical ingredients in products. The meeting included:

- A presentation on the Washington Department of Ecology system for sharing data on the use of high priority chemicals in children’s products

Total Mercury Sold in Product in the U.S. (tons)					
PRODUCT/ COMPONENT	2001	2004	2007	2010	PERCENTAGE CHANGE 2001-2010
All Categories	129.53	111.52	71.70	56.71	-56
Switches & Relays	60.07	51.44	29.93	19.43	-68
Dental Amalgam	30.77	26.61	19.96	17.08	-44
Thermostats	14.63	14.45	3.74	0.17	-99
Lamps	10.71	10.07	10.65	8.40	-22
Batteries	2.79	2.47	2.07	7.12	+155
Measuring Devices	5.12	3.05	1.13	0.77	-85
Formulated Products	1.20	1.04	1.45	1.37	+14
Miscellaneous	4.25	2.40	2.78	2.38	-44

- An update on the status of New York State’s efforts on disclosure of chemical ingredients of cleaning products
- A presentation on the Interstate Mercury Education and Reduction Clearinghouse (IMERC) system that covers multi-state reporting on mercury use in products
- Discussions and recommendations for future disclosure of product ingredients

INTERSTATE MERCURY EDUCATION & REDUCTION CLEARINGHOUSE (IMERC)

IMERC’s primary focus during the fiscal year was the continued solicitation, facilitated review, and approval of Mercury-Added Product Notification Forms submitted by companies via the electronic reporting system. This e-filing system was launched in November 2011, replacing the paper forms used since the states began requiring notification in 2001. During FY 2013, approximately 160 companies successfully submitted their 2010 Triennial Notifications using the system.

As a result of the (nearly) complete reporting status for companies identified by the IMERC states and contributing data to the system, IMERC was able to complete an initial trends analysis for mercury-added products sold in the U.S. in 2010. The product categories include: switches and relays; dental amalgam; thermostats; lamps; batteries; thermometers and other measuring devices; and chemicals (i.e., formulated products).

IMERC staff examined the mercury use in these targeted product categories sold in the U.S. since 2001 and compared it to the 2010 reported data to provide an overall trend of mercury use for the past decade.

Mercury use in products sold in the U.S. decreased by approximately 56 percent from 2001 to 2010, as shown in the Table above. With the exception of the batteries and formulated products categories, mercury use in all of the targeted product categories declined significantly during this time.

Since 2001, many states have passed legislation banning the use and sale of certain mercury-added products, either based on the amount of mercury they contain or their product category. These bans cover mercury-added fever thermometers and other measuring devices, switches and relays, button-cell batteries, and thermostats.

In the coming fiscal year, IMERC will focus on helping companies submit their mercury-added product data for the 2013 Triennial reporting year into the e-filing system. Manufacturers must file their 2013 data with the IMERC states by no later than April 15, 2014. IMERC plans to begin data analysis of mercury use in products for this reporting year during the summer and fall of 2014. ■

NEWMOA FUNDING

NEWMOA relies on dues, grants, contracts, and special contributions for funding. Its original source of funding was state dues. The New England states requested that U.S. EPA Region 1 make a portion of their RCRA hazardous waste program assistance funds available as dues and general support in the form of a grant to NEWMOA. The NEWMOA Board of Directors determines the specific amount each year in consultation with U.S. EPA Region 1. New York and New Jersey pay their annual dues directly to NEWMOA. IMERC and IC2 members also pay annual dues directly to NEWMOA to fund those activities.

U.S. EPA grants support solid waste activities, assistance and P2 projects, hazardous waste training, and participation in federal regulatory development. Grants for these activities are awarded by a combination of U.S. EPA Region 1, Region 2, and Headquarters, and occasionally by other agencies and institutions. The USDA provided grant support for a solid waste project in rural communities in the northeast in 2013.

Contributions from member states in the form of contracts make up another important source of funding. Several states contribute directly to fund projects of particular interest, as well as to support NEWMOA's IMERC, IC2, and Brownfields programs. NEWMOA has also received a grant from the John Merck Fund to support IC2 projects.

NEWMOA FINANCIAL ACTIVITY

October 1, 2012 to September 30, 2013

Revenues

State Dues, Contracts, Fees, Contributions, & In-Kind Services/Match	\$ 322,024
Federal Grants*	495,922
Miscellaneous	2,576
Total Revenue	\$ 820,522

Expenditures

Staff Salaries & Benefits	555,150
Travel & Meetings	52,533
Other Direct Program Expenses	66,316
General & Administrative	83,546
Contracts	35,144
Total Expenditures	\$ 792,689

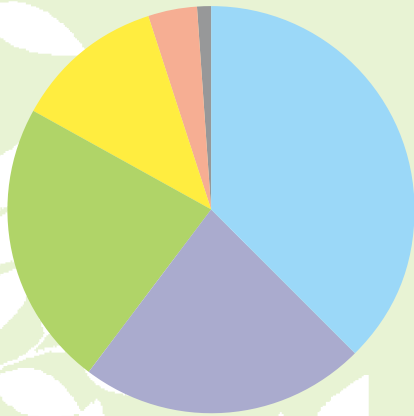
Net Assets

Net Assets at Beginning of Year	382,476
Net Assets at End of Year	410,309
Net Change in Assets	\$ 27,833

* Federal grants include \$138,000 in state assistance allocated to NEWMOA at the request of the New England states.

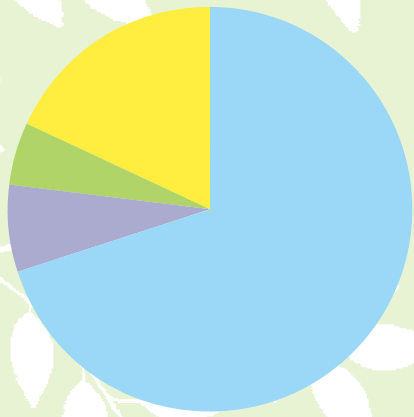


2013 NEWMOA REVENUES



- 38% Competitive Federal Grants
- 23% Other Federal Funding
- 23% IC2, IMERC, & NEWMOA Dues
- 12% State Contracts
- 4% Meeting & Attendance Fees
- 1% Other Income

2013 NEWMOA EXPENSES



- 70% Staff Salaries & Benefits
- 7% Travel & Meetings
- 5% Other Direct Program Expenses
- 18% General & Administrative



NEWMOA 2013 Staff

Terri Goldberg
Executive Director

Nate Bisbee
Project Staff

Andy Bray
Project Manager

Jennifer Griffith
Project Manager

Lois Makina
Administrative Assistant

Rachel Smith
Project Staff

Adam Wienert
Project Manager

NEWMOA 2013 Board of Directors & Officers

Yvonne Bolton
Bureau Chief, Bureau of Materials Management and Compliance Assurance, CT DEEP

Robert Kaliszewski
Director/Ombudsman, Planning and Program Development, CT DEEP

Patrick Bowe
Director, Remediation Division, CT DEEP

Melanie Loyzim
Director, Bureau of Remediation & Waste Management, ME DEP

Jay Naparstek
Chief, Bureau of Waste Site Cleanup, MassDEP

Sarah Weinstein
Deputy Assistant Commissioner, Bureau of Waste Prevention, MassDEP

Richard Bizzozero
Director, Office of Technical Assistance, MA OTA

Michael Wimsatt
Director, Waste Management Division, NH DES

Stephanie D'Agostino
Administrator, Planning, Prevention, & Assistance Unit, NH DES

MaryJo Aiello
Division of Solid & Hazardous Waste, NJ DEP

Thomas Cozzi
Director, Division of Remediation, NJ DEP

Michael DiGiore
Chief, Office Pollution Prevention & Right to Know, NJ DEP

John Vana
Director, Pollution Prevention Unit, NYS DEC

Peter Pettit
*(2013 NEWMOA Vice-Chair)
Director, Bureau of Waste Reduction & Recycling, NYS DEC*

Terrance Gray
Assistant Director for Air, Waste, & Compliance, Office of the Director, RI DEM

Ronald Gagnon
*(2013 NEWMOA Chair)
Director, Office of Technical & Customer Assistance, RI DEM*

Leo Hellested
Chief, Waste Management Division, RI DEM

George Desch
*(2013 NEWMOA Treasurer)
Director, Waste Management Division, VT DEC*

Gary Gulka
Director, Environmental Assistance Office, VT DEC

ABOUT NEWMOA

The Northeast Waste Management Officials' Association (NEWMOA) is a nonprofit, nonpartisan interstate association that has a membership composed of the hazardous waste, solid waste, waste site cleanup, and pollution prevention program directors for the environmental agencies in Connecticut, Maine, Massachusetts, New Hampshire, New Jersey, New York, Rhode Island, and Vermont. NEWMOA was established by the governors of the New England states as an official regional organization to coordinate interstate hazardous and solid waste, pollution prevention, and waste site cleanup activities and was formally recognized by the U.S. Environmental Protection Agency in 1986. 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.
- Remediating contaminated sites.

The Association 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.
- Facilitate development of regional approaches to solving critical environmental problems.

www.newmoa.org

NEWMOA is an equal opportunity employer and provider.





Northeast Waste Management Officials' Association

129 Portland Street, Suite 602
Boston, Massachusetts 02114-2014
Tel: 617-367-8558
Fax: 617-367-0449
www.newmoa.org