



# **2023-2027 Strategic Plan**

*Leading the Northeast to a Sustainable, Waste-Free Future*

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

### *Leading the Northeast to a Sustainable, Waste-Free Future*

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

### Mission

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

### Goals

NEWMOA's long term goals are to:

- Support and strengthen state efforts to implement policies, regulations, and programs
- Promote interstate coordination and develop innovative strategies to solve critical and emerging environmental problems
- Foster collaboration and engagement in professional relationships through the sharing of information, tools, training, and resources and supports active partnerships of state officials to adjust to rapid changes in technology and to respond to emerging environmental challenges
- Facilitate the sharing and use of data and information to drive priorities, monitor progress, and inform partners and the public
- Articulate state program views on federal policy developments, programs, and rulemakings
- Cultivate and enhance relationships among member states, federal agencies, colleges and universities, other organizations, and stakeholders
- Engage with and educate the regulated community and the public with a focus on disadvantaged and overburdened communities
- Ensure that the organization is strengthened and sustained with adequate resources

### Challenges

NEWMOA's 2023-2027 priorities are:

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

## Core Programs

- Pollution Prevention and Sustainability
- Hazardous Waste
- Solid Waste and Sustainable Materials Management
- Waste Site Cleanup
- Interstate Mercury Education and Reduction Clearinghouse (IMERC)
- Interstate Chemicals Clearinghouse (IC2)
- Toxics in Packaging Clearinghouse (TPCH)
- Clearinghouse for Extended Producer Responsibility Administration (CEPRA)
- Cross Program Initiatives, including Environmental Justice, Soil Reuse, and Continuous Improvement

## NEWMOA's Vision

### *Leading the Northeast to a Sustainable, Waste-Free Future*

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

- Preventing pollution is the preferred approach to environmental protection such that minimal amounts of waste are generated
- Materials, products, and wastes are designed and managed throughout their life cycles to minimize greenhouse gas emissions and are made from materials and chemicals that are safe for humans and the environment
- Generated hazardous and solid wastes are safely reused, recycled, or otherwise utilized to the maximum extent possible; those that cannot be are safely managed, treated, and disposed of
- Regulated facilities understand and implement environmental requirements
- Public understands and is engaged in pollution prevention, reuse, recycling, organics diversion, and safe disposal strategies and practices
- Contaminated sites are properly and safely remediated and redeveloped, where possible
- State environmental agencies develop and maintain a well-trained, diverse, and equitable workforce
- Fair treatment and meaningful involvement of all people, regardless of race, color, ethnicity, national origin, gender, sexual identify, physical abilities, or income is ensured with respect to the development, implementation, and enforcement of environmental laws, regulations, and policies

# NEWMOA'S 2023-2027 Strategic Plan

## *Leading the Northeast to a Sustainable, Waste-Free Future*

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

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



### Organizational Structure

NEWMOA's Board of Directors consists of the Directors of the member state pollution prevention (P2), toxics use reduction, materials management, solid waste, hazardous waste, emergency response, waste site cleanup, and underground storage tank programs ([www.newmoa.org/about/board.cfm](http://www.newmoa.org/about/board.cfm)). This group establishes the Association's budget, priorities, policies, and programs and supports its fundraising activities. An organizational diagram is available at [www.newmoa.org/about/newmoaorganizationaldiagram\\_files/png\\_1.htm](http://www.newmoa.org/about/newmoaorganizationaldiagram_files/png_1.htm). A description of NEWMOA's values and organizational culture is available in Appendix A. The Executive Summary includes description of NEWMOA's long-term vision.

### **Program Areas**

- Pollution Prevention & Sustainability
- Hazardous Waste
- Solid Waste & Sustainable Materials Management
- Waste Site Cleanup
- Interstate Mercury Education & Reduction Clearinghouse (IMERC)
- Interstate Chemicals Clearinghouse (IC2)
- Toxics in Packaging Clearinghouse (TPCH)
- Clearinghouse for Extended Producer Responsibility Administration (CEPRA)
- Cross Program Initiatives: Environmental Justice, Continuous Improvement, Soil Reuse, & when the need arises for collaboration among its Program Areas

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

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

The Steering Committees have Chairs who provide a liaison with the Board. Descriptions of each Program Area focus and strategies for 2023-2027 are available in Appendix B, and Cross Program Initiatives are outlined in Appendix C.

### **Mission**

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

### **Goals**

NEWMOA's goals are to:

- Support and strengthen state efforts to implement policies, regulations, and programs
- Promote interstate coordination and develop innovative strategies to solve critical and emerging environmental problems
- Foster collaboration and engagement in professional relationships through the sharing of information, tools, training, and resources and supports active partnerships of state

officials to adjust to rapid changes in technology and to respond to emerging environmental challenges

- Facilitate the sharing and use of data and information to drive priorities, monitor progress, and inform partners and the public
- Articulate state program views on federal policy developments, programs, and rulemakings
- Cultivate and enhance relationships among member states, federal agencies, colleges and universities, other organizations, and stakeholders
- Engage with and educate the regulated community and the general public with a focus on disadvantaged and overburdened communities
- Ensure that the organization is strengthened and sustained with adequate resources

## Priorities

NEWMOA has identified the following priorities, which have impacts that are felt region-wide and require urgent action.

### Identifying & Assessing Emerging Contaminants

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

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

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

## **Reducing Greenhouse Gases & Adapting to & Mitigating the Impacts of Climate Change**

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

All businesses, communities, and the public are being challenged by the impacts of climate change and will have to adapt to new conditions. A changing climate challenges the business and waste prevention and management communities in many ways. Waste facilities and state-regulated sites are affected by increasingly extreme weather events and sea level rise (depending on where they are located), forcing them to adapt and become more resilient to avoid severe weather-related accidents and releases to the environment.

## **Building the Technical Capacity of & Ensuring Adequate Funding for Programs**

Government programs addressing pollution prevention, waste management, toxic chemicals, and cleanup implement complicated regulations and address challenging technical issues. Program managers and staff must have specialized and often technical competencies. As long-time staff leave or retire, institutional capacity is lost, and all states face serious challenges in the foreseeable future with ensuring that program staffs have the necessary skills and training to carry out their missions.

Budget inconsistencies creates uncertainties and disruptions with effective program implementation. The limitations on institutional capacity in the agencies creates challenges with managing constantly changing funding requirements and levels. Certain programs (including Brownfields, sustainable materials management, and pollution prevention) are expected to be eligible for significant increases in EPA funding in 2023 – 2027 for state agencies, and these programs will have to quickly ramp up their staffing to meet new demands to properly manage these funds. Some programs will continue to face inadequate funding (especially the hazardous waste program) and increased program responsibilities, putting additional pressure on the existing staff. All of these programs will urgently need proper training for their staff to help them stay current.

Procuring the necessary resources to carry out the priorities outlined in this strategy is a critical challenge for NEWMOA. The Association's traditional funding sources (i.e., grants from federal agencies and contracts with member states) are changing. In recent years, NEWMOA has begun to diversify its sources of funding to include grants from private foundations, contracts, and other sources. Stabilizing adequate funding for NEWMOA is key to the organization's long-term ability to consistently deliver the services outlined in this Strategic Plan.

## **2023-2027 Objectives & Strategies**

The strategies for NEWMOA's ongoing programs are described in Appendix B. To address the priorities described above, NEWMOA commits to achieving the objectives and deploying the strategies outlined below over the next five years.



## Identifying & Assessing Emerging Contaminants

### Objectives

- Public drinking water supplies that are threatened by emerging contaminants, such as per- and polyfluoroalkyl substances (PFAS), are identified and safe drinking water is available
- Scientifically valid information about emerging contaminants, their fate and transport in the environment, and their health effects is collected, evaluated, and shared
- State programs can effectively respond to the discovery of emerging contaminants in the environment and residential drinking water, reduce exposure, and prevent further contamination
- State officials have up-to-date information on chemicals of concern and have identified emerging contaminants for action
- Communities and businesses increasingly use safer alternatives to emerging contaminants, including PFAS and 1,4-Dioxane

### Strategies

- Prioritize emerging contaminants for action
- Create education and training opportunities to address emerging contaminants and their impacts
- Monitor and share developments in techniques for treating and removing contaminants from the environment
- Foster coordination on policies to eliminate or reduce chemicals of high concern and encourage development of safer alternatives and products and provide training opportunities to learn about them
- Monitor EPA's efforts to address emerging contaminants (i.e., PFAS and 1,4-Dioxane) and ensure that they meet NEWMOA and states' needs

## Reducing Greenhouse Gases & Mitigation the Impacts of Climate Change

### Objectives

- Materials are managed in a manner that minimize greenhouse gas (GHG) emissions
- Scientifically valid information about GHG impacts of products and material and sustainable materials management is collected, modeled, and shared
- Communities have increased the resiliency of their waste management facilities through training, planning, and adaptation projects
- Waste management and related infrastructure are protected from a changing climate and sea level rise

### Strategies

- Integrate the results of modeling the life cycle impacts of GHGs associated products and materials into state waste management programs and planning
- Increase waste reduction, reuse, recycling, and organics diversion initiatives for reducing GHG impacts
- Evaluate current and future conditions and develop appropriate adaptation plans and strategies

- Support the updating of state rules and standards to ensure that materials and waste management systems incorporate the necessary measures to mitigate and address the impacts of climate change
- Assist businesses and communities of all sizes with anticipating and preparing for the impacts of climate change and sea level rise
- Provide and support training and technical assistance to improve the capacity of state and local officials to anticipate and respond to climate change

## **Building the Technical Capacity of & Ensuring Adequate Funding for Programs**

### **Objectives**

- State programs vacancies are filled with qualified long-term staff and managers
- State program staff are adequately trained and are competent to fulfill their responsibilities
- Programs have adequate resources to fulfill their mandates and execute their programs effectively
- State program workforces are diverse, equitable, and inclusive
- NEWMOA has sufficient funding to successfully implement this Plan

### **Strategies**

- Support state strategies to recruit and retain qualified candidates to work in the state waste, cleanup, and prevention programs
- Support strategies to achieve a diverse, equitable, and inclusive workforce at NEWMOA and state programs
- Organize training events designed to improve the capacity of state officials, consultants, and others
- Foster coordination and networking of state agencies on an interstate basis to enhance staff capacity
- Present information and data on the value of pollution prevention, waste management, toxics, and cleanup programs and educate policy makers and others about the importance of these programs
- Assist EPA and other policy makers in understanding state and regional perspectives, needs, and issues and the importance of funding and supporting them
- Share strategies and approaches for funding state programs
- Develop and pursue adequate and diversified funding sources to support NEWMOA

NEWMOA's core strategies under each of its program areas and cross program initiatives are briefly described in Appendices B and C. These sections identify the issues that NEWMOA's programs plan to address in 2023-2027 and the ongoing strategies to address them.

## **NEWMOA's Performance Measures & Goals**

NEWMOA uses several tools to track its progress on the following performance measures and goals. At the end of workshops, conferences, and some webinars, NEWMOA collects and compiles evaluation forms. An annual survey of members of NEWMOA's Workgroups and Committees is also conducted. The following are the quantitative and qualitative goals that apply to NEWMOA's programs.

### **Quantitative Goals:**

- 80 percent or more of the participants, who complete an evaluation form, in NEWMOA's workshops, webinars, and conferences rate the event as good or excellent
- 80 percent or more of the participants in NEWMOA's workshops, webinars, virtual meetings, and conferences and who complete an annual survey or evaluation form, report that they plan to use the information they learned

### **Qualitative Goals:**

- Participants in NEWMOA's workshops, virtual meetings, and webinars describe how they will apply the knowledge they gained on an annual survey or evaluation form
- Emerging issues and challenges are identified during Steering Committee, Board meetings, or an annual NEWMOA survey, or are documented in meeting notes

## Values & Organizational Culture

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

### **Supports a Productive & Desirable Work Environment by**

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

### **Provides an Environmentally Conscious Workplace & Meeting Space by**

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

### **Facilitates Respectful Engagement by**

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

### **Innovates & Practices Continuous Improvement by**

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

## Core Program Areas



### Pollution Prevention & Sustainability

#### Problem Statement

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

The state environmental agencies in the northeast have developed pollution prevention (P2), sustainability, and environmental assistance programs to help companies, communities, and institutions reduce their environmental footprint, advance sustainability, and save money. To implement successful programs, the managers and staff in these programs must stay informed of changing technologies, innovative approaches, and best practices through information sharing and training. Skill and knowledge development is important for new staff.

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

#### Strategies

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

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

- Improving state programs' ability to measure and communicate effectiveness and environmental benefits achieved through their and their clients' efforts through the development of measurement methodologies and information sharing tools
- Exchanging information with programs nationally and exploring opportunities for leveraging resources and solving problems collaboratively



## Hazardous Waste

### Problem statement

The universe of hazardous waste and its generators and managers is diverse and constantly evolving. State environmental officials are challenged to keep up with changing topics and emerging issues, while federal and state hazardous waste regulations and policies are complex and constantly evolving. State programs oversee the facilities that manage hazardous waste to ensure that these operations are safely sited, constructed, operated, and closed. Emerging trends in facility oversight include financing long-term maintenance and monitoring of closed facilities, assessing areas experiencing disproportionate and environmental justice impacts, and understanding the facilities' potential vulnerability to the effects of climate change. Without adequate training and information sharing for program staff and management, the state programs cannot provide the necessary environmental and health protections they are designed to ensure.

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

States agencies are actively adopting a wide array of updated RCRA regulations that have been promulgated by EPA. These include the Pharmaceutical Waste Rule, the Generator Improvement Rule, various E-manifest regulations, Universal Waste rules, and more. They are also seeking authorization for those regulations once they adopt them. NEWMOA supports the states' regulatory adoption and authorization efforts through a Workgroup, which facilitates information sharing and coordination.

State agencies issue permits to hazardous waste Treatment, Storage, and Disposal Facilities (TSDFs). Most of the companies that own and operate the TSDFs operate in multiple states in the region. These permits are often complicated and can take years to develop and issue. State programs benefit from understanding the permits that other states are issuing for companies that operate in multiple states and any changes or updates to those permits. NEWMOA provides a Workgroup forum for this kind of information sharing.

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

## Strategies

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

- Providing a forum for discussion of emerging hazardous waste issues and federal rulemakings and policy developments
- Developing and holding information-sharing and training events to address state hazardous waste programs' policy and technical needs and offering training for staff
- Developing and holding training on basic policies under RCRA and program functions and processes
- Supporting RCRA program staff through Workgroups that focus on HW Permitting and HW Regulation Adoption and Authorization
- Facilitating EPA and state understanding of each other's perspectives, needs, and issues and working toward improving the relationships among the programs involved in hazardous waste management regulation and policy
- Providing support for state RCRA program implementation



## Solid Waste & Sustainable Materials Management

### Problem Statement

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

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

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

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

- Discarded materials from building construction and demolition projects have relatively untapped potential for re-use and recycling, tempered by the need for special management of contaminants (e.g., toxics such as lead, PCBs, and asbestos). Increasingly intense storms resulting from our rapidly changing climate suddenly produce significant amounts of hazardous building debris, which must be rapidly collected and managed and can challenge the infrastructure that manages this waste stream.
- The recycling transition from dual stream to single stream has increased the amount of material being recycled but has also brought increased contamination as generators mix materials in single containers. Contamination limits the ways in which this material can be reused, reduces the prices that recycled materials obtain from the industries that will re-purpose them, and reduces income from recyclables for recycling facilities and municipalities.
- Packaging and paper waste are changing as manufacturers use lighter composite materials that are not easily recyclable, and less high-quality paper is generated as businesses shift to electronic data management and transactions.
- Organic wastes (e.g., yard waste, food waste, and wood waste) contribute appreciably to the generation of methane gas (a potent GHG) at landfills but have considerable potential for conversion to energy through anaerobic digestion (AD) and for creation of soil amendments through composting. Food waste presents unique management challenges (e.g., avoiding the creation of nuisances and public health issues), but edible unused food can be donated to organizations devoted to alleviating hunger, and inedible food waste can be composted or converted to energy through AD. Northeast states are developing new permit requirements for facilities handling diverted organic waste, and are working with local governments, waste haulers, and other partners to develop a robust infrastructure for managing diverted organic material, ensuring that it is safely collected, stored, and transported.
- Effective planning for solid waste management requires the collection of data and analysis to monitor trends in waste diversion, disposal, and interstate flow in the region.

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

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

## Strategies

Northeast states are pursuing strategies to promote waste reduction and increase reuse, organics diversion, and recycling. These efforts benefit from the opportunities that NEWMOA provides



for regional information sharing, networking, and development of new metrics and analysis that supports implementation. NEWMOA helps states through training, information sharing, program coordination, and data analysis, including:

- Supporting state programs to advance “sustainable materials management (SMM)”, “zero waste”, “circular economy”, and “beyond waste” approaches by training state and local officials, identifying successful models for increasing diversion, aiding regional and local programs, supporting professional networks, and sharing experiences of successful programs within and outside of the region
- Developing and holding training on basic solid waste operations, technologies, policies, and program functions and processes
- Identifying opportunities and means for state agencies to advance food waste recovery and diversion, through food rescue efforts, composting, AD, and other techniques
- Providing a forum for states to share information that addresses solid waste programmatic and technical needs (including studies of materials and waste characterization)
- Supporting state and EPA efforts to effectively plan for and address severe weather-related disaster debris
- Supporting state implementation of product stewardship and extended producer responsibility programs to address priority solid wastes
- Collaborating with other regional organizations, including the Northeast Recycling Council, that are focused on SMM
- Analyzing available data to help state programs understand the interstate flows of municipal solid waste and construction and demolition materials within and outside of the region, to support state policy development and programs
- Helping state programs to quantify the GHG benefits of their materials management initiatives
- Assisting U.S. EPA in understanding state perspectives, needs, and issues in sustainable materials management and in solid waste management



## Waste Site Cleanup

### Problem Statement

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

The contamination issues at the waste sites in the region are complex and are continuously changing as new concerns emerge. Emerging trends in the oversight of contaminated sites include assessing areas experiencing disproportionate, cumulative, and environmental justice impacts and evaluating the potential vulnerability to the effects of climate change.

Understanding the contaminants and how they behave in the environment presents a significant challenge for state officials responsible for overseeing cleanups. These staff and managers need to keep up with the ever-changing technologies and approaches to assessing and remediating sites.

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

## Strategies

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

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



## Problem statement

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

In 1999, the northeast states set a long-term goal of the virtual elimination of anthropogenic mercury in the environment. At that time, these states and those in other parts of the country actively began to pursue passage of legislation focused on reducing mercury in products and waste. In the northeast, state efforts focused on enactment of provisions of the Mercury Education and Reduction Model Legislation. States began to pass portions of this legislation

starting in 2001, including product labeling, notification, sales bans, phase-outs, and end-of-life collection. In 2001, NEWMOA launched the Interstate Mercury Education and Reduction Clearinghouse (IMERC) to help states implement laws and programs aimed at getting mercury out of products, the waste stream, and the environment.

## Strategies

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

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

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

INTERSTATE CHEMICALS



CLEARINGHOUSE

**Interstate Chemicals Clearinghouse (IC2)**

## Problem Statement

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

## Strategies

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

- Facilitating Workgroups focused on alternatives assessment, online chemical information databases, equity, PFAS, and procurement
- Communicating IC2's priorities, resources, and activities with its members and interested groups and programs
- Developing and maintaining a shared, interstate data system for reporting by manufacturers of chemicals-in-products to participating states - the High Priority Chemicals Data System (HPCDS)
- Supporting and maintaining an online knowledgebase of resources, including the Chemical Hazard Assessment Database (CHAD), a States Chemicals of Concern Database, and the Alternatives Assessment Library
- Supporting the creation of industry-specific alternatives assessment (AA) guidance and ongoing development of alternatives assessment methodologies
- Support Clearinghouse members' collaboration to explore and identify ways to address equity through the work of the IC2 by developing a formal IC2 strategy concerning equity
- Identifying best-practice methodologies for testing chemicals in children's products and strategic product sampling approaches
- Organizing training webinars and information sharing roundtable meetings
- Facilitating IC2 engagement with EPA on the implementation of federal chemicals policy, particularly related to the Toxic Substances Control Act (TSCA)
- Supporting state and local advancement of procurement policies that promote low toxicity products and green chemistry
- Organizing periodic in-person meetings to foster strategic planning, training, and information sharing



## Toxics in Packaging Clearinghouse (TPCH)

### Problem Statement

Packaging and packaging components in the U.S. can contain heavy metals and toxic chemicals, creating undesired human health and environmental impacts in the recycling and waste stream. With packaging historically representing one third of the total waste stream in the U.S., several states worked together to address this issue by drafting [Model Toxics in Packaging Legislation](#) that sought to regulate four heavy metals in packaging – lead, cadmium, hexavalent chromium, and mercury. Legislation based on this Model has been adopted by 19 states.

## Strategies

The Toxics in Packaging Clearinghouse (TPCH) maintains the Model Toxics in Packaging Legislation and coordinates implementation of state legislation, based on the Model, on behalf of its member states, with the goal of promoting consistency across states. TPCH is a resource and single point of contact for companies seeking information on toxics in packaging requirements or an exemption. TPCH achieves its objectives by:

- Organizing monthly virtual meetings and yearly in-person meetings of members to foster strategic planning, training, and information sharing
- Facilitating a Workgroup focused on guidance for the regulated community regarding the 2021 update to the Model Legislation, including restrictions on PFAS and ortho-phthalates
- Communicating TPCH's priorities, resources, and activities with its members and interested groups and programs
- Organizing and presenting webinars on the work of TPCH and the specifics of how the laws and model legislation seek to regulate heavy metals and chemicals in packaging and packaging components



## Clearinghouse for Extended Producer Responsibility Administration (CEPRA)

## Problem Statement

With the recent addition of multiple extended producer responsibility (EPR) programs in NEWMOA member states due to the passage of legislation, NEWMOA members signaled the need for improved coordination among states with similar EPR programs to reduce burdens on state agencies.

## Strategies

Regionally administering these EPR laws as a Clearinghouse, in a similar fashion to TPCH and IMERC, allows states to administer these programs more effectively and efficiently. CEPRA achieves its objectives by:

- Supporting state EPR programs in their efforts to have cost-effective, convenient, and statewide systems for the collection, recycling, and reuse of post-consumer paint, mattresses, and other products
- Avoiding duplication and enhance efficiency and effectiveness of states' environmental agency EPR programs through coordination
- Supporting interstate collaboration of state EPR programs, including those states that are looking to develop such programs
- Helping to enhance state government capacity to manage effective paint, mattresses, and other EPR programs and to ensure that agencies, businesses, and the public have ready access to high quality information on state EPR programs and their impacts

## Cross Program Initiatives

NEWMOA helps pilot and deploy a variety of initiatives to address environmental problems that cross traditional program boundaries. For 2023-2027, these cross-program initiatives focus on the topics that are briefly described below.



### Environmental Justice

#### Problem Statement

Environmental justice efforts by state agencies are not new but starting in 2020 they began to receive increased attention. Tragic events over recent years have focused greater collective attention on the serious impacts of inequality and environmental injustice. State environmental agencies have launched new environmental justice initiatives that affect the ways in which agencies undertake many of their basic functions. In June 2020, the NEWMOA Board of Directors decided to form a NEWMOA Workgroup to examine how state environmental programs in the region can engage more effectively to create environmental justice (EJ) at every level, including:

- Facility siting and permitting
- Site cleanup
- Brownfields
- Compliance and enforcement priorities and targets
- Regulatory development
- Reducing toxics and pollutants at the source
- Legislation, policies, and funding
- Outreach, technical assistance, and education
- Training and communications

#### Strategies

The mission of NEWMOA's Environmental Justice Workgroup, is to support state efforts to develop and implement a variety of environmental justice policies, initiatives, and strategies. In addition to state officials who are actively involved in environmental justice initiatives, the group includes representatives of EPA Regions 1 and 2, the Northeast States for Coordinated Air Use Management (NESCAUM), the New England Interstate Water Pollution Control Commission (NEIWPCC), and the Northeast Recycling Council (NERC). The group achieves its objectives by:

- Facilitating discussions about how to effectively increase and fund environmental justice practices and approaches
- Supporting information sharing on state and EPA activities to develop and deploy environmental justice strategies to advance greater environmental protection in low income, overburdened, minority, and non-English speaking communities

- Providing a forum for sharing lessons learned from EJ projects and activities, and fostering insights about what strategies are working and ideas about how to advance projects beyond the pilot phase
- Identifying metrics that effectively measure results and communicate impacts
- Supporting training on best practices
- Sharing legislative proposals and enacted statutes
- Discussing and sharing information on how to effectively engage disenfranchised communities in regulatory activities (i.e., rulemakings, permitting, facility siting, etc.)
- Sharing strategies for effectively conducting outreach, technical assistance, and education in overburdened and non-English speaking communities
- Maintaining a section of NEWMOA.org that includes information on state rules, policies, guidance documents, and other materials related to environmental justice



## Soil Reuse

### Problem Statement

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

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

### Strategies

State programs find that sharing information and learning about the practices and policies implemented by each helps them to develop more effective programs. NEWMOA's cross-program Soil Reuse Workgroup achieves its objectives by:

- Holding regular information-sharing virtual meetings and webinars involving state solid waste and waste site cleanup programs
- Maintaining a public webpage covering state rules, policies, guidance documents, and other materials related to managing mildly contaminated soils





## Continuous Improvement

### Problem Statement

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

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

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

### Strategies

NEWMOA’s Continuous Improvement Workgroup supports state efforts to develop and implement continuous improvement by:

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