

Abstracts

**The Right Chemistry for a Better Environment
The Story of the New Jersey Chemical Industry Project**

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The session will present the views of a cross-section of the Stakeholder Group that participated in the New Jersey Chemical Industry Project. The panelists will discuss the principles and processes-ways of acting-that contributed to the success of this innovative project and each of its pilots.

We begin with the reasons the US Environmental Protection Agency undertook the project. We discuss the principles and methods used to establish the Stakeholder Group and the support provided by US EPA to sustain the work throughout the project.

Using considerable input from Stakeholders, a project plan was developed and demonstrated in a convenient one-page chart. This plan gave Stakeholders a clear vision that the project had a concrete structure and finite time scale, yet let them identify the substantive issues to be addressed in the pilots.

The substantive work of the project began with an open discussion with Stakeholders examining some of the factors that drive the industry sector decisions and operations day-to-day and long-term. The Group developed a list of 45 issues for possible pilot projects and researched the feasibility of each. The Stakeholders considered the results of this analysis and chose four: Trading Local Effluent Limits, Materials Recycling, Compliance Assistance, and Flexible Track for good environmental performers. The Stakeholders formed into Pilot Teams, recruited additional experts, developed work plans for each pilot.

We present some of the challenges faced by each type of participant organization during the life of the project and our ways of addressing them and achieving success. We discuss our views of what makes a good stakeholder group and how to maintain productivity, including both human characteristics and organizational methods. We discuss our criteria for choosing the pilots, the challenges we faced, how we addressed these, and list some of our major achievements in developing innovative approaches to environmental protection.

We present recommendations for success in running a project such as the New Jersey Chemical Industry Project, both in the process and for achieving substantive results. These include: sector basis; geographic focus; stakeholders as the decision-makers; choosing participants; open and honest atmosphere; completely voluntary; management commitment; communication, communication, communication; seeking public good; and focus on substance.

The Stakeholders found that the New Jersey Chemical Industry Project a valuable forum for working cooperatively to identify needs and develop new approaches. Nearly half of

the original suggestions for pilots were addressed and the participants had fun doing it. We believe that the structure, groundrules, and process followed in the New Jersey Chemical Industry Project provide a good model for future efforts.

We will bring reports and materials that demonstrate the innovative results achieved by the New Jersey Chemical Industry Project. We do not plan to discuss them in depth.