

EPA Grant Award Allows P²AD to Address Mercury in Schools

by David Gipson, Pollution Prevention Specialist, P²AD

Adults are becoming more aware of the serious health and environmental hazards associated with mercury. To protect their families, many people are ridding their homes of mercury thermometers and thermostats. That's a good start, but didn't many of us have our first experiences with mercury at school in science class? What happened to that mercury at school after we moved on to adulthood?

Thanks to a grant from EPA, P²AD is going to find out. Beginning in the metro Atlanta area in October 2002 and continuing for two years, P²AD is going to remove as much mercury as possible from schools. Here's the best part—recognizing that schools have little or no budget for disposal costs, the program is designed to be free for schools *and* include the replacement cost of mercury thermometers, barometers or other necessary items. Mercury devices collected from schools will be replaced with safe, non-

mercury devices that will work as well or better than their mercury-containing equivalents. This will be a "win-win" program for all involved, especially our children.

For more in-depth information regarding mercury at home and at work, read "Mercury—Aren't You Curious?" on our Web page at www.p2ad.org.

INSIDE THIS ISSUE

Director's Column .. page 2

Hazmat Pharmacy . page 3

Rivers Project page 4

Healthcare Initiative page 5

Brainstorming Tool page 6

EMS Workshop page 7

Georgia Building Authority Recycles 7,000 Square Feet of Tiles

by Susan Hooper, Pollution Prevention Specialist, P²AD

This spring, the Georgia Building Authority (GBA) successfully recycled 7,000 square feet of used ceiling tile generated during a renovation project in Atlanta. Alec Smith, the GBA project manager, said he will continue to take advantage of tile recycling programs on future projects.

"I plan on never sending ceiling tile to the dump again, unless it is a very small quantity," Smith said.

Armstrong World Industries, Inc., who supplied the replacement tiles for the Floyd

Building loading dock renovation, picked up the seven pallets of old tile at no cost to GBA. The used tiles will be recycled into new tiles at Armstrong's manufacturing plant in Macon.

To participate in Armstrong's Ceiling Recycling Program, the tiles must meet certain criteria. If the tiles are deemed recyclable, the owners must stack them on pallets and wrap them in plastic for pickup.

A study by Armstrong found that the process for collecting and packaging old ceiling tiles proved to be nearly as fast as disposing of them, so the program should have little, if any, adverse impact on demolition or renovation schedules.

Smith said the general contractor for the loading dock project, Atlanta Coatings, believed that the labor required to stack and wrap the tiles was offset by the savings in disposal costs.

More information on the recycling program, including recyclability criteria and shipping instructions, is available by calling 1-888-CEILINGS.



Ceiling tiles awaiting pickup for recycling.

See Ceiling Tiles, page 6

Director's Column

by G. Robert Kerr

Environmental Management Systems, or EMSs, are becoming hot buzzwords in the environmental field, and for good reason. This relatively new, comprehensive approach to quantifying and addressing the environmental impacts of business operations is spreading quickly, not only in the private sector, but also within the government/institutional sector. Leaders in the environmental and quality fields concur that the benefits of an EMS far outweigh the time and resources necessary to implement one.

P²AD has embraced the EMS approach as one of the primary tools in our toolkit for achieving pollution prevention, waste minimization, and energy and water efficiency in any operation, large or small. A number of clients that we have worked with for years on other pollution prevention efforts are now developing their own EMSs – some as a natural next step on their path to becoming environmentally-sustainable operations (Georgia Department of Corrections and Georgia Environmental Protection Division), and some as a result of higher mandates (Department of Defense) or customer demand (the metal finishing industry). Whatever the reason for developing an EMS, P²AD staff are here to assist in this process. Most of our engineers have completed ANSI-RAB accredited EMS lead auditor training, and are valuable resources at your disposal.

In this issue of *From the Source*, we discuss some of the ongoing projects our staff are involved in, ranging from assistance with EMSs through a mentoring workshop for the metal finishing industry (page 7), to our assistance to the Georgia Building Authority in recycling ceiling tiles in a recent renovation effort (page 1). We highlight our exciting partnership to develop educational river basin posters for schools on page 4, and continue our series on Systems Tools on page 6, focusing this issue on Brainstorming.

As always, we welcome your requests for assistance and direct you to our website, www.p2ad.org, for a wealth of information about all of our programs and valuable pollution prevention resources. Please contact us at (404) 651-5120, if you would like more information on any topics discussed in this issue.



From the Source

From the Source is a quarterly publication of the Pollution Prevention Assistance Division (P²AD) of the Georgia Department of Natural Resources (DNR). P²AD provides free, confidential technical assistance in the areas of pollution prevention, resource conservation, waste reduction, by-product reuse, and recycling. Our clients include manufacturers, commercial businesses, institutions, military and government facilities, agricultural operations, consultants, and the citizens of Georgia.

Please contact us with address corrections, inquiries and opinions. Articles in *From the Source* may be reprinted with permission from P²AD. This publication is also available at our website, www.p2ad.org.

For more information about P²AD services, contact the division at (404) 651-5120, (800) 685-2443 (outside Atlanta), or via email at info@p2ad.org.

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Congratulations to DNR's Influential Leaders

On June 28, 2002, the *Atlanta Business Chronicle* published a list of the Most Influential Atlantans, and three Georgia Department of Natural Resources (DNR) leaders were listed among them. DNR Board Member Sally Bethea, Environmental Protection Division (EPD) Director Harold Reheis, and P²AD's own Director, Bob Kerr were recognized. All were noted for their influence in state/regional environmental decision-making, including work on key water supply, water quality and air quality issues. We congratulate them for this new recognition of their efforts!

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HAZMAT Pharmacies—The Prescription for Hazardous Materials Management

by John Allen, Pollution Prevention Engineer, P²AD

Preventing waste is the important first step in *managing* waste. The most thorough and effective method for handling hazardous materials (HAZMAT) is the pharmacy concept, in which all hazardous materials are ordered, stored and processed through a central location. Hazardous materials are issued much as medicines are dispensed in a pharmacy—on an as-needed basis. Such systems of centralizing the purchase and control of hazardous materials have saved facilities millions of dollars over the last decade and have kept tons of materials out of expensive hazardous waste landfills.

Much of the HAZMAT Pharmacy concept was first developed through the efforts of the United States Armed Forces as a means of controlling hazardous chemical usage on military bases. The concept has since expanded to include many other uses as well. Colleges and universities are exploring the use of HAZMAT Pharmacy systems to track chemical usage in teaching and research laboratories. Delta Airlines has developed a system called the Chemical Corral to track chemical usage related to its air permit requirements.

A HAZMAT Pharmacy is in the business of overseeing the purchase, use and proper disposal of all hazardous materials. In a typical system, the personnel at the Pharmacy will order, inspect, receive and catalog all hazardous materials. Items are held at the Pharmacy in bulk form for later break-out and distribution. The Pharmacy maintains an Authorized Use List (AUL) to insure that hazardous materials are used only by trained personnel, in approved locations and for approved purposes. The Pharmacy also maintains Material Safety Data Sheets (MSDS) and meets all reporting requirements, such as those mandated by the Emergency Planning & Community Right-to-Know Act (EPCRA) or the Resource Recovery Conservation Act (RCRA). Most software systems for hazardous material management will automatically provide the appropriate reporting forms.

Materials are distributed to authorized users or processes on an as-needed basis, minimizing on-site storage requirements and allowing the facility to avoid the cost of over-purchasing materials. Users return leftover materials to the pharmacy where they are reinspected. Pharmacy personnel make the decision to reissue the product to another user, to recycle remaining materials or to properly dispose of them. Pharmacy personnel also rotate stock and evaluate any expired item to determine whether its shelf life can be extended. All of these practices reduce the amount of money spent on purchasing new products and disposing



Steve Allen shows visitors the HAZMAT Pharmacy at Marine Corps Logistics Base in Albany, Georgia.

of used or expired ones. When items are recycled or disposed of, the Pharmacy personnel complete the appropriate paperwork related to their disposition. A bar coding system insures that all materials can be tracked, located and documented properly.

Several software systems are available to help companies implement a hazardous materials management program. It is important to remember that installing environmental management software does not make a hazardous waste management program; the majority of the program will be the implementation of business practices, such as the creation of a central facility for handling and storing hazardous materials. The use of a software system for centralized tracking is but one of those business practices.

HAZMAT Pharmacy programs are voluntary programs and are not required by federal or state law. However, mismanagement of hazardous materials can result in violations of numerous federal statutes including RCRA, EPCRA, Occupational Safety and Health Act (OSHA), as well as other state requirements. Implementation of a HAZMAT Pharmacy ensures proper tracking and reporting of HAZMAT inventories from cradle to grave, helping the operation meet these regulatory requirements.

Other reasons to implement a HAZMAT Pharmacy include:

- **Increasing efficiency** and making sure the products you need are available when you need them;
- **Increasing worker safety** by consolidating hazardous materials that currently are scattered all over the facility, thereby reducing the potential for overexposure of employees to hazardous materials; and
- **Saving money** by reducing hazardous materials purchasing costs and hazardous waste disposal costs.

If you are interested in the HAZMAT Pharmacy concept and would like to learn more, contact P²AD at (404) 651-5120.

Georgia Rivers Project Unveiled

adapted by Suzanne Burnes, Pollution Prevention Specialist, P²AD, from remarks by Gov. Roy Barnes

As you walk along the banks of the Flint, raft down the Chattahoochee, or float on the Satilla, it's hard to imagine a Georgia without our beautiful rivers. They bring water to our communities, provide a place for recreation, and serve as a home for hundreds of species of flora and fauna.

In a ceremony at Inman Middle School to unveil the new Georgia Rivers Project on March 14, 2002, Gov. Roy Barnes said, "We can work hard to protect our water resources for future generations, but if they don't continue those efforts, our work is meaningless." The students of today are the decision and policy makers of the future, said Gov. Barnes, indicating the importance of teaching Georgia's students why they should love and protect our rivers.

A number of Georgia agencies have begun collaborating in recent years to address some of the state's most



Gov. Roy Barnes announces Rivers Project at Inman Middle School in March.



The Chattahoochee River Basin poster depicts the river's tributaries and both historical and current activities in the river basin.

pressing issues relating to our water quality and quantity: controlling non-point source pollution in a rapidly-developing state; developing Total Maximum Daily Load limits to restrict total pollutant levels in watersheds; preserving and protecting our riverbeds and wetlands by acquiring them as permanent greenspace and protecting them from development; and the eventual resolution of the water dispute between Georgia, Alabama and Florida over future water supplies.

As efforts continue to educate Georgia's citizens about these complex issues, Georgia educators must raise the understanding of their students about the importance of protecting our primary water source—our rivers. The Georgia Rivers Project, a public/private partnership between P²AD and The Facility Group, has developed a series of river basin teaching tools for students throughout the state.

The Project has distributed 14 different colorful posters to middle and high schools across the state. Each poster provides historical, environmental and recreational information about one of Georgia's 14 river basins. Plans are for the project to continue this fall with the distribution of a book about how rivers work, and the development of an educational computer program to enhance the learning experience even more.

To order copies of posters from the Georgia Rivers Project, please go to <http://www.cipublishing.com/order.pdf>, or contact CI Publishing at (404) 525-2285.

Conference Kicks Off Healthcare Initiative

by Susan Hooper, Pollution Prevention Specialist, P²AD

Hospitals in the U.S. generate more than 6,000 tons of waste every day, including mattresses, cardboard, food, mercury, formaldehyde, and solvents, according to the American Hospital Association. But only in the past several years have the problems associated with the mismanagement of waste, and the potential for reduction become cause for action. “Up until five to 10 years ago, hospitals were so busy providing quality patient care, that we weren’t really paying attention to the environmental footprints or impacts that the healthcare industry was responsible for,” said Laura Brannen, Hospitals for a Healthy Environment (H2E) program coordinator for the group Healthcare Without Harm.

Brannen, who formerly headed the environmental program at Dartmouth-Hitchcock Medical Center in New Hampshire, opened P²AD’s Prescription for a Healthy Environment conference May 23 in Atlanta. Speakers from across the country presented case studies on general waste reduction, mercury management, chemical waste minimization, regulatory issues, and environmentally preferable purchasing.

Hospital waste, Brannen continued, caught the attention of the federal government and others in 1995 after reports to Congress highlighted the adverse impacts on human health from dioxin and mercury. The healthcare industry, said Brannen, was implicated as a major source of both substances.

The news, Brannen said, surprised many in healthcare. Some within the industry began to take the position that “healthcare [organizations] should be leaders in the community on pollution prevention and waste management,” she said. “We should be the first to get mercury out of our waste stream and. . . make the connection between environmental health and human health.”

In 1998, the American Hospital Association signed a voluntary memorandum of understanding with the U.S. EPA to advance pollution prevention in the nation’s hospitals. Today, H2E has more than 250 partners representing 260 hospitals, 36 clinics, eight nursing homes and 25 other types of facilities. These partners are healthcare facilities that have pledged to eliminate mercury and reduce waste consistent with the overall goals of H2E.

The theme of linking human and environmental health that Brannen introduced resonated throughout the daylong conference. “We believe that sustaining a healthy environment is essential to maintaining both personal and public health,” said Kai Albekis, environmental coordinator at Colorado’s Boulder Community Hospital (BCH).

The BCH Board of Directors adopted an environmen-

tal policy in 2001 and has instituted a comprehensive program that includes waste minimization, environmentally preferable purchasing, recycling, reuse, and composting. The nonprofit organization Colorado Recycles named the hospital its “Overall Recycler of the Year” in 2001.

In addition to contributing to better community health, Albekis said, environmental programs will save hospitals money. “It has been documented over and over again,” he said, adding that BCH’s waste reduction program saves the hospital more than \$30,000 per year.

“We [healthcare organizations] should be the first to get mercury out of our waste stream and. . . make the connection between environmental health and human health.”

—Laura Brannen,
Healthcare Without Harm

And it’s not just individual hospitals that are instituting environmental programs and reaping the cost savings. Large health organizations have also realized these measures are a win-win situation for themselves and the communities they serve.

Understanding the link between the health of the environment and the health of the community is the first step to reducing costs and reducing the use of resources, said Lynne Garske, natural resource conservation specialist for Kaiser Permanente. Kaiser is America’s largest not-for-profit health maintenance organization, serving 8.1 million members in nine states and the District of Columbia.

Garske is also concerned about the community of people who work in Kaiser’s hospitals and clinics. “What [hospitals] buy and use is directly related to worker safety in some situations,” she said. To be a smart shopper today, Garske said, buyers must consider how a product is manufactured, its ingredients, the integrity of the manufacturer, how the product is delivered, how it will be used, and how it will be disposed of at the end of its useful life.

Keynote speaker at the conference, Tony Schifano, cautioned that changes in how hospitals and their providers function will not be accomplished with a hammer, but with an olive branch. As founder and owner of an environmental consulting firm, Schifano has helped some of the nation’s largest hospital associations begin waste management programs. The most common phrase Schifano said he hears when he meets with hospital staff about waste reduction is, “it’s about time.”

See Healthcare, page 6

Brainstorming: Part 4 in our Series on Systems Approach Tools

By John Allen, Pollution Prevention Engineer, P²AD

In previous articles in our series on the Systems Approach we have explored the use of process maps to gain a better understanding of a waste producing process and the use of root cause analysis to find the actual cause of the waste itself. Once the root cause has been identified, a team can then begin to identify alternatives for reducing or avoiding the waste. One of the best tools available to identify those alternatives is brainstorming.

The goal of brainstorming is for a team to list as many ideas as possible without worrying about whether the ideas are workable or practical. Our next article will deal with prioritizing the team's ideas after brainstorming. The brainstorming concept is simple. To be most successful, however, the team needs to follow a few brainstorming rules:

1. **Don't judge ideas**—Team members should not evaluate ideas in any way during the brainstorming process. Team members are less likely to offer ideas if those ideas are criticized. Also try to avoid making positive comments as other team members can become self-conscious if their ideas don't get positive comments as well.

2. **Think outside the box**—Encourage the team to come up with outrageous ideas. These ideas might not turn out to be so outrageous after all. The whole idea of brainstorming is to approach the problem from a different perspective. Be creative.

3. **Go for quantity, not quality**—List as many ideas

as possible. The ideas will be evaluated later.

4. **Build on the ideas of others**—Encourage team members to build on the ideas of others. One idea can provide the spark that will lead to many others.

5. **Have fun**—The best ideas often arise when the team is enjoying the process and having fun.

A useful alternative to brainstorming is brainwriting. The concept of brainwriting is similar to brainstorming except that team members put their ideas down on paper. This method can be especially useful with team members who feel nervous or inhibited about expressing ideas in front of people they do not know very well. For brainwriting, prepare sheets that have room for eight to ten ideas. Prepare enough sheets for each member of the team and one extra. Place the sheets in the middle of the table and get the team members to take one sheet each. Instruct the team members to write down two ideas on the sheet, put the sheet back in the middle of the table and take another sheet. The team members should continue to write two ideas on each sheet until they run out of ideas.

A trained facilitator can be useful in assisting the team during the first few attempts at brainstorming or brainwriting. P²AD staff members have experience in facilitating these exercises. If you have any questions about the Systems Approach contact us at (404) 651-5120.

Healthcare, continued from page 5

“There is incredible momentum now that is coming out of organizations that believe this to be right,” Schifano said. “There’s a train to get on, there’s momentum, there’s enthusiasm [in the healthcare industry]. And there is more and more support and talent to help.”

P²AD is part of that support network. We have been actively involved in the H2E initiative for several years to identify waste reduction options for hospitals. In February, we became an *H2E Champion*. Champions educate healthcare facilities about the benefits of waste reduction, conduct workshops, and disseminate technical resources to encourage facilities to participate in the H2E initiative.

For more information about healthcare waste reduction and recycling options, or assistance with a project, visit P²AD's website at www.p2ad.org.

Ceiling Tiles, continued from page 1

Smith found out about the Armstrong program after visiting P²AD's booth at this year's Greenprints conference on building sustainable communities. “On the tradeshow floor and in the seminars. . . I repeatedly asked what I could do with the 7,000 square feet of ceiling tile I had coming out the next week. No one had any specific answers except at the P²AD booth.”

Smith is telling others (including his brother, a general contractor in Atlanta) about the Armstrong program, and is continuing to look for opportunities to divert more materials from the waste stream.

“We have a full-floor carpet change-out coming up, and are working with Collins & Aikman [a carpet manufacturer headquartered in Dalton, Georgia] to recycle the carpet,” he said. Smith added that GBA's own recycling program can be used to handle packaging materials from their smaller renovation projects.

For more information about construction and demolition waste reduction recycling options, or assistance with a project, visit P²AD's website at www.p2ad.org.

Environmental Management System Mentoring Workshop a Success

by Colin Kiefer, Pollution Prevention Engineer, P²AD

Adoption of a pollution prevention (P2)-focused environmental management system (EMS) can lead to significant cost savings, higher process efficiencies, lower waste generation, and improved environmental compliance. A P2-focused EMS can also improve awareness, understanding and communication of environmental issues and provide knowledge of why source reduction and resource conservation are preferred over pollution control and offsite disposal. Most importantly, P2 becomes institutionalized within an organization's core business strategy, which makes P²AD's job of promoting the implementation of P2 and resource conservation practices that much easier.

On May 7-8, 2002, P²AD hosted an EMS Mentoring Workshop as part of its Metal Finishing Initiative (MFI). Eaton Corporation, Supercharger Division and Yamaha Motors Manufacturing Corporation of America (YMMC) served as industry mentors, transferring their first-hand experience and knowledge of their organizations' EMS to the participants. Eaton Corporation uses a stand-alone EMS for ISO 14001 registration and YMMC uses an integrated quality and environmental management system that meets the ISO 14001 and ISO 9001 requirements.

The workshop began with Eaton Corporation and YMMC providing the audience with information related to the business drivers for implementing an EMS, the benefits already realized from implementation and the process of getting the EMS started (i.e., developing teams, getting management commitment, choosing an ISO 14001 registrar). From there, the industry mentors, Georgia Tech's Economic Development Institute (EDI), and P²AD covered every major section of an EMS for the audience:

- 1) Environmental policy,
- 2) Planning,
- 3) Implementation and Operation,
- 4) Checking and Corrective Action, and
- 5) Management review.

At the beginning of each section, EDI set the stage by providing an overview of the ISO 14001 requirements.

After the industry mentors detailed their approaches step-by-step, P²AD wrapped up the section by providing guidance on incorporating and promoting P2 within each EMS element. The audience was allotted time and prompted to ask questions and discuss how the subject matter relates to their organization at the end of each section. According to participant Daniel Moorhead of Tenneco Automotive, "The EMS mentoring workshop was well thought out, informative and the different perspectives offered by the presenters provided the attendees with personal insights into all facets of the ISO 14001-EMS certification process. I rate it A+."

Eaton Corporation and YMMC shared a significant portion of their EMS manuals and described their organizations' approach to creating an EMS policy, identifying environmental aspects and impacts, determining the significance of environmental aspects, ensuring that legal and other requirements are met, setting objectives and targets, and developing environmental management programs. In addition, they shared examples of operational controls and written work instructions for their significant environmental aspects, discussed how their EMS training programs are set up, and provided organizational charts to illustrate the pathways for EMS communication and responsibility. The mentors also shared records with the audience related to monitoring and measuring significant environmental aspects, initiating corrective and preventative action for system non-conformances, and completing management reviews.

The EMS mentoring workshop was developed to provide metal finishers with a peer-focused platform for information sharing, technology transfer and implementation assistance. P²AD hopes that more metal finishers will become interested in implementing a P2-focused EMS. Ideally, the torch can be passed to new industry mentors and EMS adoption in Georgia's metal finishing industrial sector will continue to grow. Speaker Robert Eaton of Eaton Corporation summed up the workshop by saying, "The EMS mentoring workshop was a great format for sharing ideas and strategies; I learned as much from the attendees as they learned from me!"

P²AD would like to thank Jodie Jackowiec of Yamaha Motors Manufacturing Corporation, Robert Eaton of Eaton Corporation and Holly Grell-Lawe of Georgia Tech EDI for their participation in planning, designing and executing the workshop.

For more information on the Georgia Metal Finishing Initiative or on the use of a P2-focused Environmental Management System, contact Colin Kiefer at (404) 651-5128.

"The EMS mentoring workshop was a great format for sharing ideas and strategies; I learned as much from the attendees as they learned from me!"

—Robert Eaton,
Eaton Corporation



See www.p2ad.org for more details on all listed events...

Calendar of Events 2002

- August 11- 14 **Georgia Water & Pollution Control Association's 2002 Annual Conference & Expo** will be held at the Cobb-Galleria Centre, Cobb County, GA. For more information, call (770) 618-8690 or go to www.gwpca.org/02ann/ann-main.htm.
- August 11-14 Water Environment Federation's 8th Annual **Industrial Wastes Technical and Regulatory Conference will be held in Atlantic City, NJ**. For more information, call (856) 582-2370 or go to www.wef.org/Conferences/IW2002/opening.jhtml.
- August 25-28 GRC is holding its Annual Conference, "**Recycling in the Real World,**" at St. Simon's Island, GA. P²AD is sponsoring a **College and University Recycling Workshop** at the end of the conference, at noon on August 28. For more information regarding the conference and workshop, go to www.georgiarecycles.org, or contact Gloria Hardegree at (404) 634-3095 or email gloria@georgiarecycles.org.
- August 29 "**Water Conservation: A Sensible Business Solution for your Facility**" will be presented by the New Mexico Water Conservation Alliance at the Crowne Plaza Pyramid Hotel, Albuquerque, NM. For more information, call (800) WATERNM or go to wrii.nmsu.edu/wrdis/nmzca/events/wcconf.pdf.
- September 11-12 The **Atlanta Plant Engineering & Maintenance Show (APEM)** will be running concurrently with the **Atlanta Material Handling Show (AMH)** at the Georgia International Convention Center, College Park, GA. For more information, call (800) 548-1407 or go to www.proshows.com/shows/?cmd=apem.
- September 23-24 **National Electronic Equipment Management & Compliance Assistance Workshops** will be sponsored by the U.S. EPA and the Southern Waste Information Exchange, to be held at the Westin Peachtree Plaza, Atlanta, GA. For more information, call Gene Jones at (800) 441-7949, Ray Moreau at (800) 441-7949, or go to www.swix.ws or email info@swix.ws.
- November 13-15 The U.S. Green Building Council's (USGBC) **First Annual International Green Building Conference and Exposition** will be held in Austin, TX. For more information, call (215) 428-9655 or go to www.usgbc.org.

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