

#### **Andrew Martin**

Environmental Specialist II

**Hazardous Waste Section Division of Waste Management** 

Andrew.Martin@deq.nc.gov 919-270-3507



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#### How to Prepare for an Inspection

- Right of Entry/Inspection
- Required Paperwork



Noteworthy Ideas are indicated by a star



#### Goals





- 1. Get the inspector in the facility as fast as possible.
- Get the inspector out of the facility as fast as possible.
- 3. Have your records organized. Why? See 1 & 2



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#### Upon Entry

- The inspector(s) <u>will not sign</u> any document or log requiring them to agree to any confidentiality or camera limitations. We also won't agree to safety terms that interfere with the inspection.
- The inspector will respect the safety guidelines being taken by facilities but will not share personal health information.
- Plan for this before the inspector arrives.





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#### Equipment



- Recording devices
- Sampling equipment









# North Carolina General Statute (N.C.G.S.) 130A-17 Right of Entry

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#### RCRA Section 3007 (a) and (b)

- Provides the authority to conduct inspections
  - Any Representative of EPA or a State may inspect the premises and records of any person who generates, treats, stores, transports, or disposes of hazardous waste
- Restrictions imposed on the inspectors:
  - Inspection must be conducted at a reasonable time
- Inspections must be completed with reasonable promptness
- All information, records or reports obtained as a result of an inspection are public record
  - UNLESS a claim of confidentiality is made

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 $N.C.G.S.\ 130A-304-Confidential\ information\ protected$ 

Confidential information is protected, if your facility makes a claim that meets the criteria in the general statute.





#### Things you need to do!



- Keep your records neat and orderly
- Ensure records are available for review
- Location of records must be known by multiple staff
- Call your inspector for a compliance assistance visit (CAV), if you've never been inspected; if process changes occur; if new EHS staff.



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#### Things you need to do after the inspection



- **Provide** any information requested by the inspector
- · Read the inspection report
- Pay special attention to the inspector's comments & recommendations
- Read the Generator Compliance Manual



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#### The Inspection: Records Review

- Documentation of Waste Determination
- Notification Records (EPA 8700-12) / Annual Fees
- Arrangements with Local Emergency Authorities
- Hazardous Waste Contingency Plan & Quick Reference Guide (QRG)
- Hazardous Waste Personnel Training Documents
- Biennial Report
- Hazardous Waste Central Accumulation Area (CAA) Inspection Records
- Hazardous Waste Manifests / Land Disposal Restrictions





#### **Small Quantity Generator**

- Manifests/LDRs
- Weekly (7 days) Inspections of Central Accumulation Area(s)
- Documented arrangements made with local emergency authorities
- Emergency info posted by phones/HW areas
- Training employees must be thoroughly familiar...
- SQG renotification

#### **Large Quantity Generator**

- Manifests/LDRs
- Weekly (7 days) inspections of Central Accumulation Area(s)
- Documented arrangements made with local emergency authorities
- Contingency Plan & Quick Reference
   Cuide
- Training
  - Documented RCRA training
- Job description
- Biennial Report



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## Hazardous Waste Determination 40 CFR 262.11(f)



- Must maintain records supporting HW determinations, including records that identify whether a solid waste is a hazardous waste as defined in 40 CFR 261.3
  - · Lab analysis, waste analyses, sampling
- These records must comprise the generator's knowledge of the waste and support the generator's determination, as described at paragraphs (c) and (d) of 40 CFR 262.11
  - Safety data sheets and/or other records used to make waste determinations
- Records must be maintained for at least 3 years from the date the waste was last sent to the on-site or off-site treatment, storage, or disposal



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Notification of Hazardous Waste Activity
40 CFR 262.18



#### EPA Identification Numbers



A generator must not treat, store, dispose of, transport, or offer for transportation, hazardous waste <u>without having received an EPA identification</u> number from the administrator.

The EPA ID number will remain with the property.







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#### Re-notification for SQG and LQG 40 CFR 262.18



Requires re-notification for SQGs and LQGs:



- SQGs every four years starting September 1, 2021
  - Next one due September 1, 2025
  - Must be submitted to the Hazardous Waste Section by September 1 of each year the re-notification is required
  - https://files.nc.gov/ncdeg/Waste%20Management/DWM/HW/Gui dance%20Document%20table%20documents/2020/SQG-ReNotification.pdf
- LQGs by March 1 of each even numbered year
- Can use Biennial Report to notify



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#### Electronic Notification



#### Reminder:

- Now facilities request EPA ID numbers and update facility information electronically in EPA's RCRAInfo database instead of submitting a hard copy (EPA 8700-12 Form) to the HWS for entry in RCRAInfo
  - The only exception is a facility that submitting a RCRA Part A Application/Revision
    - They must still submit a hard copy (EPA 8700-23 Form) to the HWS Permit Writer in lieu of entering this information directly into RCRAInfo.



#### RCRAInfo Industry Application

 Link to a tutorial about registering for RCRAInfo Industry Application: https://files.nc.gov/ncdeq/Waste%20Management/DWM/HW/8700guidelines/Electronic-Filing-of-EPA-Notifications.pdf

Questions about registering?

Melodi Deaver 919-707-8204

Melodi.Deaver@ncdenr.gov



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#### Other Questions About Your Notifications

• Andrew Minter 919-707-8265

Andrew.Minter@deq.nc.gov

• Laura Alexander 919-707-8214

Laura.Alexander@deq.nc.gov



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#### Payment of Generator Fees

N.C.G.S. 130A-294.1







# Emergency Arrangements Applicability for the Emergency Arrangements changed in 2018 • For LQGs: Arrangements must account for areas where hazardous waste is generated and accumulated (both satellite and central accumulation areas) at the facility - 40 CFR 262.250: The regulations of 40 CFR 262 Subpart M applies to those areas of a LQG where HW is generated or accumulated on site - 40 CFR 262.15(a)(8): All satellite accumulation areas operated by a LQG must meet the Preparedness, Prevention, and Emergency Procedures in 40 CFR 262 Subpart M

#### **Emergency Arrangements**



Applicability for the Emergency Arrangements changed in 2018:

- For SQGs: Arrangements must account for areas where hazardous waste is <a href="mailto:accumulated">accumulated</a> (both satellite and central accumulation areas) at the facility
- 40 CFR 262.16(b)(8)(vi): Requires a SQG to attempt to make emergency arrangements for the central accumulation area(s)



- 40 CFR 262.15(a)(7): All satellite accumulation areas operated by a SQG must meet the preparedness and prevention regulations of 40 CFR 262.16(b)(8) and emergency procedures at 40 CFR 262.16(b)(9)



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#### **Emergency Arrangements**



- A SQG or LQG must attempt to make arrangements with the:
- Local Police Department
- Local Fire Department
- Other Emergency Response Teams
- Emergency Response Contractors
- Equipment Suppliers
- Local Hospitals
- Taking into account the types and quantities of HW handled at the facility
- Arrangements may be made with the LEPC, if determined to be the appropriate organization with which to make arrangements



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#### **Emergency Arrangements**



- As part of the arrangements, the generator must familiarize those agencies with:
- Types and quantities of hazardous waste handled,
- Types of injuries or illnesses that could result from fires, explosions, or releases at the facility,
- The layout of the facility,
- The properties of HW handled at the facility & associated hazards,
- Places where facility personnel would normally be working,
- Entrances to roads inside the facility, and
- Possible evacuation routes.





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#### **Emergency Arrangements**



- A generator <u>shall maintain records</u> documenting the arrangements with the local fire department as well as any other organization necessary to respond to an emergency.
- The documentation must include documentation <u>in the operating record</u> that either confirms such arrangements actively exist or, in cases where no arrangements exist, confirms that attempts to make such arrangements were made.





A facility possessing 24-hour response capabilities may seek a waiver from the
 <u>authority having jurisdiction</u> over the fire code within the facility's state or locality
 as far as needing to make arrangements with the local fire department as well as
 any other organization necessary to respond to an emergency, provided that the
 <u>waiver is documented in the operating record.</u>



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#### Emergency Coordinator SQGs - 40 CFR 262.16(b)(9)(i) and LQGs - 40 CFR 262.264



- At least one employee on the premises or on call (i.e. available to respond to an emergency by reaching the facility within a short period of time)
- Has the responsibility for coordinating all emergency response measures

#### LQGs

 Also have the responsibility for implementing the necessary emergency procedures outlined in 262.265



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#### Contingency Plan

40 CFR 262.260 - 262.263



#### Contingency Plan



- · Every LQG must have a Contingency Plan
- It must describe the actions facility personnel must take in response to fires, <u>explosions</u>, or releases of hazardous waste
- Addresses areas where hazardous waste is generated and accumulated (both satellite and central accumulation areas)
- A copy of the plan must be kept onsite & sent to local emergency agencies or Local Emergency Planning Committee (LEPC) as appropriate.

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# Contingency Plan 40 CFR 262.261 – 262.262



- Must <u>describe</u> arrangements <u>agreed</u> to by emergency authorities (police, fire, hospital, etc.) or, if applicable, the Local Emergency Planning Committee
- The plan must list names and <u>emergency telephone</u> numbers of all persons qualified to act as emergency coordinator (see <u>262.264</u>)
  - · List must be kept up to date
  - Home address no longer required
- All emergency equipment must be listed with a physical description of each item, its <u>capabilities</u>, and <u>location</u>

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|                                | III. LIST OF      | EMERGENCY EQUIPMENT  | (Ref. 40 CFR 262.261(e)  | 5/10 |
|--------------------------------|-------------------|--|--|------|
|                                | EQUIPMENT         | CAPABILITIES FUNCTION  | LOCATION(S)  | V LQ |
| Example of list                | Absorbeg Socks    | Abserts incredute waste liquid spills found<br>at the ficility for proper cleantp/deposal.   | At all oreline seas, central<br>occumulation area, and<br>stungically placed<br>throughout the facility      |      |
| of emergency<br>equipment with | Boots             | Softwart resistant boots are large enough for<br>personnel to wear over regular floorwear.<br>Provides cleaning personnel floor<br>contransacting footween in the event of a<br>lagual spdf.   | Hazardous Minerial<br>storage recen  |      |
| the description,               | Broom             | Long handle and the least surface have the<br>ability to collect absorberé numericle or other<br>thy materials.  | At the central<br>accumulation areas   |      |
| capabilities and location.     | Face Mask         | Describing apparatus in designed to fit over the nonemarch. Apparatus filters are by means of dual regiscrable carbon cartridges. To be med when solvent support as continued areas might cause breathing difficulties or hazards to continue personnel. | Near all savellite areas<br>and central accumulation.<br>areas   |      |
| Location of<br>emergency       | Face Shield       | Protects the eye face from potential spinshes<br>and opetacts with materials while allowing<br>that visibility for working   | Sotellite and central accommutation areas  |      |
| equipment can                  | Fire Enterprestur | Muti-purpose (ABC) portable entagrisher is<br>available to fight a fire which might occur<br>during spill contaminent or collection.   | Sofeliste and central<br>accromilation areas   |      |
| also be shown on a map.        | Fixe Dry          | Standard clay based undurinal absorbers<br>name at used to absorb a spid and gravide a<br>responsy side for spided liquids.  | At all swelfate and<br>central accountation<br>areas   |      |
| л а тар.                       | Gloves            | Solvest resistant gloves protect to the focusini<br>and are used to mannaise exposure to<br>hazardous guarerals.   | At all satellite areas, central<br>accumulation areas, and<br>stategically placed<br>throughout the facility | DEQ  |

## Contingency Plan 40 CFR 262.261(d)



Emergency coordinator option for facilities operating 24 / 7 / 365:

In situations where the LQG has an emergency coordinator continuously on duty because it operates 24 hours per day, every day of the year, the plan may list the staffed position (e.g. operations manager, shift coordinator, shift operations supervisor) as well as an emergency telephone number that can be quaranteed to be answered at all times.



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#### Contingency Plan 40 CFR 262.261(f)



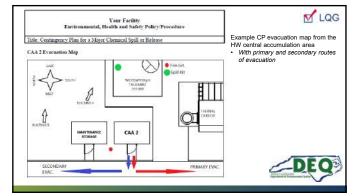
Contingency plan must describe the following:

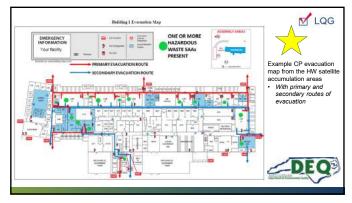
- <u>Describe the Signal(s)</u> used to begin evacuation (e.g. horn, high/low siren, siren followed by verbal instruction, etc.)
- <u>Evacuation routes</u> the primary & secondary routes from all areas where HW is generated and/or accumulated (satellite accumulation areas and central accumulation areas)
  - · This can be described in the plan; or,
  - Evacuation map (more common) showing primary and secondary routes of evacuation.

-Print this in color



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# Contingency Plan 40 CFR 262.263



Update the Contingency Plan immediately when:

- Regulations change
- The plan fails in an emergency
- Changes occur in facility design, construction, operation, maintenance, or other circumstances (e.g. add a CAA)
- · Emergency coordinators change
- Emergency equipment changes



Must resend the portion(s) of CP & Quick Reference Guide with changes to local authorities



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# Contingency Plan - Quick Reference Guide 40 CFR 262.262(b) LQG



- A Contingency Plan Quick Reference Guide (QRG) is a summary of your contingency plan that <u>emergency responders</u> can quickly access the necessary information to carry out the initial response to an emergency.
- · A QRG is required to be submitted when a facility becomes a LQG (starting on March 1, 2018) or when an updated Contingency Plan is submitted to local emergency authorities.



#### Contingency Plan - QRG 40 CFR 262.262(b)



An <u>existing</u> LQG is required to create and submit a Quick Reference Guide when one of the following occurs causing the Contingency Plan to be amended and resubmitted:

- Emergency coordinator changes
- Emergency equipment changes
- · Contingency Plan fails in an emergency
- The facility changes in a way that materially increases the potential for fires, explosions, or releases of hazardous waste or changes the response necessary in an emergency (e.g. adding a CAA)

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#### Contingency Plan - QRG 40 CFR 262.262(b)

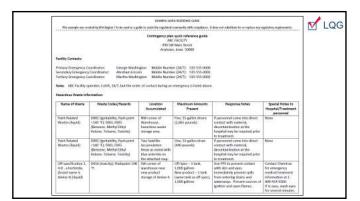


The QRG must include eight components:

- Name of the emergency coordinator(s) and 7days/24-hour emergency telephone number(s)
- 2. Types/names of hazardous wastes (HW) in layman's terms & associated hazard of each HW present at any one time;
  - Example: toxic paint wastes, spent ignitable solvent, corrosive acid
- 3. Estimated maximum amount of each HW that may be present at any one time;
- Identification of any HW where exposure would require unique or special treatment by medical or hospital staff



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# Contingency Plan - QRG 40 CFR 262.262(b)



- 5. Map of facility showing where HWs are generated, accumulated, and treated, as well as routes for accessing these wastes/areas. This includes satellite accumulation areas (SAAs) and central accumulation areas (CAAs)
- 6. The identification of on-site notification systems (e.g., a fire alarm that rings off site, smoke alarms)



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 Map of facility showing where hazardous wastes and generated, accumulated, and treated and routes for accessing these wastes.

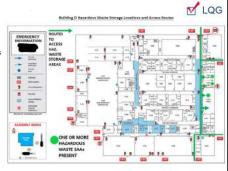


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#### QRG, continued

 Map of facility showing where hazardous wastes and generated, accumulated, and treated and routes for accessing these wastes.





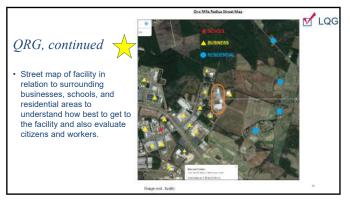
#### Contingency Plan - QRG 40 CFR 262.262(b)



- 7. Locations of water supply (e.g., fire hydrant and its flow rate)
- Street map of facility in relation to surrounding businesses, schools, residential areas to understand how best to get to facility and also evacuate citizens and workers



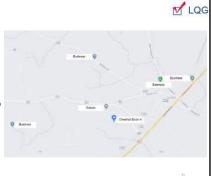
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# QRG, continuedStreet map of facility in relation to surrounding

relation to surrounding businesses, schools, and residential areas to understand how best to get to the facility and also evaluate citizens and workers.



# Required Emergency Information 40 CFR 262.16(b)(9)(ii)

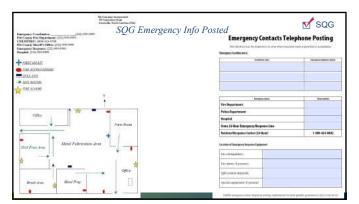
SQG

The SQG must post the following information **next to telephones or in areas** directly involved in the <u>generation and accumulation</u> of HW:

- $\bullet\,$  The name and emergency telephone number of the emergency coordinator
- Location of fire extinguishers and spill control material, and, if present, fire alarm; and
- The telephone number of the fire department (unless the facility has a direct alarm)



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#### **Personnel Training**

For LQGs: 40 CFR 262.17(a)(7) For SQGs: 40 CFR 262.16(b)(9)(iii)



#### Who must be trained?



- Emergency Coordinators for hazardous waste
- · Employees who manage hazardous waste

Including, but not limited to those who:

- Sign manifests
- Perform weekly inspections
- Move hazardous waste from satellite to central accumulation area
- Add/remove hazardous waste to/from hazardous waste central accumulation container



Contractors with hazardous waste management duties



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#### What training is required?



Training must include instruction which teaches facility personnel hazardous waste management procedures (including contingency plan implementation) relevant to the positions in which they are employed.



HAZWOPER training alone may not satisfy all the hazardous waste requirements since its an OSHA requirement for workplace safety standards and not hazardous waste specific.



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#### What training is required?



#### Hazardous Waste Management:

- HW accumulation areas (SAAs and CAAs)
- Container and/or tank management
- · Weekly inspections
- Waste determinations
- Waste packaging
- Properties of facility's hazardous waste





#### What training is required?



#### **Emergency Response:**

- · Alarm/types of communication
- Implementing the contingency plan (fire, explosion, and/or spill)
- Evacuation routes
- Emergency equipment function, inspection, and repair
- · Site shutdown procedures





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#### Emergency Coordinator Training



- Contingency plan content and implementation
- Appropriate responses to fires, explosions, and releases (including impacts to waterways)
- · Communication and alarm systems
- Must assess both the direct & indirect effects of the emergency
- Understand what information the National Response Center (NRC) will need if they are notified
- When to notify HWS staff and the information required (40 CFR 262.265)



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#### Who can provide RCRA training?



Training program must be directed by a person trained in hazardous waste management procedures (qualified either by experience or education).





#### When and how often is training required? ✓ LQG

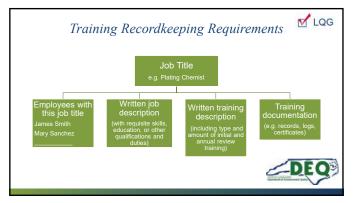
- Training must be completed within <u>six</u> months of new employment or position change with HW management responsibilities (if different duties)
- Employees must not work in unsupervised positions until they have completed the training requirements
- Personnel must participate in <u>annual review</u> of the initial training required



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#### Required Training Records



The LQG must maintain the following documents and records at the facility:

The job title for each position at the facility related to hazardous waste management and the name of each employee filling that job title.



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#### Required Training Records



· A written job description for each position



- Must include the requisite skill, education, or other qualifications, and <u>duties</u> of the facility personnel assigned to each position
- Must include hazardous waste management responsibilities



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|                             |   | ABC Plating Company, North Car<br>Revised June 2021  | rolina   |  |
|-----------------------------|---|--|--|--|
| HAZARDOUS WASTE JO          | B FUNCTIONS/TRA   | WINING:  |  |  |
| Position/Job Title          | Employee Name   | Level of Training  | Responsibilities   |  |
| ене манару                  | Hosther Goldman   | Site Worte Monagement Haterdoux Waste Management Haterdoux Waste Management Haterdoux Waste Management DOT Hazerdoux Materials Transportation 60 CFR Parts 171-580 Resides of Confringency Files Resides of Confringency Files | Decral graguan managument/program<br>support. Timester Incordinal waste to the<br>control accumulation was Emergency<br>inspection. Printary emergeday<br>coundmater. Signs may feets. |  |
| Flating Chemics Supervisor  | Janus Waker<br>Auturns Forestrill                       | Site Wards Management     Humerdoon Waste Management     Bealway of Contingency Plan     DOT Metamine Materials     Transportation of CFR Parts 171-180  | Transfer hoserdous waste to central accumulation axis. Weekly inspections. Prepare hazardous waste fax shipment. Signs manifests. Emergency response. Secondary emetgency coordinates. |  |
| Flating Charact             | Wes trans<br>Aram Eins<br>Dan Girdner<br>Andrea Sterman | Site Waste Management     Hezardoup Waste Management     Waste Handling Operations     feedew of Contingency Plan  | Transfer hazardous waste to central accumulation ands.   |  |
| with hazardous waste manage | izfully complete the train                              | sing described above within de moreths after t<br>opdopwes must not work in unsupervised positi<br>we and will not exceed NGS days from the previ-   | ions will they have completed this triating. A   |  |

# Required Training Records ✓ LQG A written description of the type and amount of both introductory and continuing training Records that document the training or job experience required has been given and completed



#### Required Training Records



- · Keep training records in order and up to date
- Employee name, job title, job description, HW duties, and training dates/types in one location
- Keep a copy of these records in the hazardous waste files (not just in human resources' files!)







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#### Training Records Retention



- Training records on <u>current</u> personnel must be kept until closure of the facility.
- Training records on <u>former</u> employees must be kept for at least three years from the date the employee last worked at the facility.
- Training records must accompany personnel transferred within the same company.



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# Personnel Training for SQG 40 CFR 262.16(b)(9)(iii)



The generator must ensure that <u>all employees</u> are <u>thoroughly familiar</u> with proper waste handling and emergency procedures, relevant to their responsibilities during normal facility operations and emergencies.





#### DOT Hazardous Materials Training 49 CFR 172 – Not HW regulations!!

 This workshop does <u>not</u> qualify for the Dept. of Transportation Hazardous Materials Training that is required for people who sign a hazardous waste manifest *in addition to other "Hazmat employees"*..

#### Resources:

- Hazmat Transportation Training Requirements brochure: <a href="https://www.phmsa.dot.gov/training/hazmat/hazmat-transportation-training-requirements">https://www.phmsa.dot.gov/training/hazmat/hazmat-transportation-training-requirements</a>
- Hazmat Transportation Training Modules: https://www.phmsa.dot.gov/training/hazmat/training-modules



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#### **Biennial Report**

40 CFR 262.41



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#### Biennial Report



- LQG must prepare and submit a single copy of a Biennial Report by March 1 of each even numbered year; 2021 activities were due March 1, 2022
- Biennial Report covers generator activities during the previous year
  - 2019 Biennial Report was due March 1, 2020 (covering 2019 activity)
  - 2019 Biennial Report filed through RCRAInfo Industry Application (no longer filed through Easitrak)
- LQG must keep a copy of each Biennial Report for 3 years





### Inspection Records

For LQGs: 40 CFR 262.17(a)(1)(v) For SQGs: 40 CFR 262.16(b)(2)(iv)



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#### Hazardous Waste Manifests

40 CFR 262 Subpart B (262.20 - 262.27)



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#### Hazardous Waste Manifest

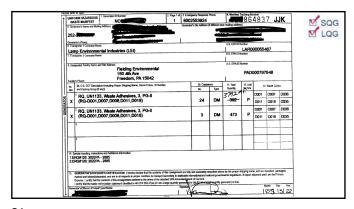


#### May be the single most important document for a generator!

- "Cradle-to-Grave" mandated by Congress
- Manifests document the cradle to grave
- The manifest clearly documents who, what, where, when, and how much has been sent
- Facilities (TSDs) mishandle, go bankrupt, etc. and the waste and/or contamination will have to be dealt with







#### Hazardous Waste Manifest

· Make sure manifests are up to date



- Keep in the order of their shipping dates
- Put the copy signed by destination facility in front

#### Recommended to KEEP THEM FOREVER!!!

Electronic copies are acceptable



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## Exception Reporting 40 CFR 262.42



If an LQG does not receive a signed copy of the manifest from the designated facility within 35 days, the generator must contact the transporter or designated facility to determine the status of the hazardous waste.

File an Exception Report with the HWS if generator has not received a copy of the manifest within 45 days (60 days for SQGs) of the date the waste was accepted by the initial transporter.



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# Exception Reporting 40 CFR 262.42



#### LQG Exception Report must include:

- Legible copy of the manifest
- Cover letter signed by the generator or his authorized representative explaining efforts taken to locate the hazardous waste and the results of those efforts
- Must keep copy of Exception Report on file for 3 years

#### SQG "Exception Report" must include:

- Legible copy of the manifest with an indication the generator did not receive confirmation of delivery





# Land Disposal Restrictions

40 CFR 268



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#### Land Disposal Restrictions (LDR)



- LDR Program applies to everyone handling HW (except VSQGs)
- Generator must determine if hazardous waste is to be treated before being land disposed
- Can use knowledge of the waste or testing...then check the treatment standards listed in 40 CFR 268.40 or 268.45
- Must keep all supporting information used to make determination in your files



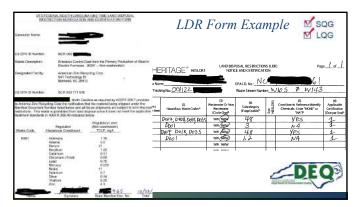
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#### LDR Requirements



- Generator must issue a one-time notification to the Treatment Facility
- Must certify whether the waste meets treatment standards or that the TD will make the determination
- Must sign the certification
- Another notification is required when treatment facility, process, or the waste changes
- Documentation must be kept in facility file keep at least 3 years





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#### Pre-Transport Requirements 40 CFR 262 Subpart C



262.30 Packaging

262.31 Labeling

262.32 Marking

262.33 Placarding



Before transporting hazardous waste or offering hazardous waste for transportation off-site, a generator must comply with the applicable Department of Transportation regulations on packaging, labeling, marking, and placarding as defined in 49 CFR.

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#### LQG CAA Closure and Facility Closure



If a large quantity generator of hazardous waste intends to permanently cease the accumulation of hazardous at its site it must make specific notifications and meet

- Notify no later than 30 days prior to facility closure using a 8700-12 notification.
   Notify within 90 days after closure of facility using a 8700-12 notification that the facility has met or not met the closure performance standards.

#### Closure performance standards

- LQG must close each hazardous waste container accumulation area.
- LQG must also remove or decontaminate all contaminated equipment, structures, soil, and any remaining hazardous waste.
- Any hazardous waste generated during closure must be managed as a hazardous waste by the LQG.



#### Just Closing a CAA and not the Facility

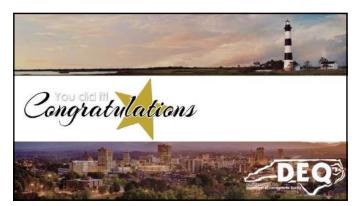


If you are planning to stop using a CAA temporarily or permanently.

- Place a notice in the facility's operating record within 30 days after closure of the hazardous waste accumulation unit. Notice must identify the location of the unit within the facility. If the waste accumulation unit is subsequently reopened, the generator may remove the notice from the operating record.
- $\bullet$  Or perform the steps on the previous slide.



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