Date: November 19, 2007

To: ASTSWMO Membership

From: Michael Savage, ASTSWMO President

Re: Members in Action Document

Please find attached the final ASTSWMO “Members in Action” document that was approved by the Board of Directors during their October 24, 2007 meeting in Bethesda, MD. On behalf of the Board, I would like to thank each Subcommittee and Task Force/Focus Group member for their time and effort in reviewing and providing comment on this document. Overall, the comments received were very supportive of the changes that were made to the document. As a result of the insightful comments received from members we made several changes to the document.

This guidance document describes the member roles and responsibilities within the Association and supports the mission of ASTSWMO, which is to enhance and promote effective State and Territorial waste management programs and to affect national waste management policies. This document represents a major overhaul of the last revision completed in 2000. The Board sought to make this document reflect how we operate as an Association and highlight the important role that each volunteer fills in participating in one of the 7 program Subcommittees and the 37 Task Forces/Focus Groups/Work Groups.

In implementing, particularly as it relates to the 3-year terms of TF Chairs and TF members, the Board desires this to be prospective in nature. Thus, the Board has asked that Subcommittee and TF Chairs each develop an implementation plan for approval by the Board. The implementation plan will need to address the assignment of staggered terms for Task Force Chairs and Members so that all terms do not expire at the same time. It is also important to note that the implementation will require recordkeeping and monitoring of terms by Chairs and Association staff. Our intent is to implement the document no later than the ASTSWMO Mid-year meeting in April 2008.

This document is available on the ASTSWMO homepage www.astswmo.org under Who We Are. This is the same section where you can also download a copy of the Associations’ By Laws, which are referenced in the document.

Again, on behalf of the ASTSWMO Board and Staff a sincere thank you for your participation.
ASTSWMO
Members in Action

October 24, 2007

Introduction

The mission of ASTSWMO is to enhance and promote effective State and Territorial waste management programs and to affect national waste management policies. As with most volunteer organizations, this work is carried out primarily by hardworking, dedicated state members who serve in various roles within the association including holding Executive Committee positions, as members of the Board of Directors, or serving roles on the Subcommittees and Task Forces/Focus Groups. (For simplicity, the term “Task Force” (TF) is used hereafter to refer to both ASTSWMO task forces and focus groups working within the Association’s subcommittee structure.) As such, the Association strongly encourages state member participation at all levels within the organization. ASTSWMO also maintains a staff in its Washington, D.C. office in order to directly support states’ efforts as an association. The purpose of this guidance is to describe the member roles and responsibilities within the Association as we work to ensure that the statements and products are meaningful and consistent with the mission of ASTSWMO.

Organizational Structure

1. Executive Committee and Board Members
2. Program Steering Committee
3. Program Subcommittees
   ~Chair Term, Roles and Responsibilities
4. Task Forces
   ~Chair Term, Roles and Responsibilities
5. Task Force members
   ~Member Term, Roles and Responsibilities
   ~TF Meetings
   ~The Life Cycle of an ASTSWMO TF
6. ASTSWMO staff
7. Other
   ~Policy Positions taken by ASTSWMO
   ~ASTSWMO Interaction with External Interest Groups
1. Executive Committee and Board of Directors  Note: For complete descriptions refer to the Association By-Laws, which can be found at http://www.ASTSWMO.org

- Executive Committee: The Executive Committee or “Officers” of the Association are regular state members and comprise the positions of President, Vice-President, immediate Past-President, and Secretary-Treasurer. A Vice-President is elected annually from a slate of candidates by a majority of the Associations’ state members, and serves a one-year term before advancing to the role as President. At the conclusion of the President’s one-year term he/she is advanced to the position of immediate Past President for a one-year term. The Secretary-Treasurer position is elected to a two-year term by a majority of the Associations’ state members.

Duties of Executive Committee

- President: serves as the chief officer and presides at all meetings of the Board of Directors, and membership meetings. The President, with the approval of the Board, generally, appoints the chairpersons of all standing committees.
- Vice-President: performs all duties of the President in the event of absence or inability of President to act; and Co-Chairs the Program Steering Committee (PSC).
- Secretary-Treasurer: is responsible for general correspondence of the Board and serves as financial officer of the Association.
- Past-President: Co-Chairs the PSC and assists with transition issues and overall operation of the Association.
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discuss issues prior to presenting the information to the full Board, volunteer assignments of Board Liaisons are routinely made so that one or more Board members can participate in Subcommittee activities. Subcommittee Chairs are encouraged to copy these Board Liaisons on notices for meetings and conference calls, agendas, written correspondence, etc. Selection of Board Liaisons is based on the individual Board members interests and the complexity of the Subcommittee work. The Board recommends that two Board Liaisons be assigned to each Subcommittee. Further, the two Board Liaisons assigned to the individual Subcommittee should be on different membership cycles. This will provide a basis for continuity between the Board and the Subcommittee whenever there is a change in membership.

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The PSC is comprised of all the program Subcommittee Chairs and may include members leading other efforts of direct interest to the Board. The PSC is Co-Chaired by the Association's Vice-President and Past President. The purpose of the PSC is to coordinate and oversee the work of all subcommittees and, through them, the activities of the TFs. In particular, the PSC is charged with ensuring that all TF/subcommittee activities are coordinated to recognize related or complementary activities of other TF/subcommittees and to avoid duplication.

The PSC meets prior to each quarterly Board meeting and may schedule periodic conference calls, as necessary, in order to stay up to date on subcommittee activities and corresponding implications.

Subcommittee Chairs and their corresponding ASTSWMO staff are asked to copy the Co-Chairs on all meeting notices and significant correspondence.

3. Program Subcommittees

Most of the Association’s work, including development of issue papers and proposed policy positions, is conducted at the Subcommittee or TF level and then ultimately brought to the Board for ratification. Subcommittees are generally formed around a specific environmental program element such as CERCLA and Brownfields, Hazardous Waste, or Solid Waste and have several TFs within their jurisdiction. A program subcommittee is made up of the Chairs of the TFs that are a part of that program subcommittee.

Term and Role of Subcommittee Chairs

The Subcommittee is chaired by an experienced individual appointed by the Association’s President with the agreement of the Board of Directors. The Subcommittee Chair is appointed to a three-year term and has an option to renew his/her term with the recommendation of the President and the approval of the
Board of Directors. The decision to serve as a Subcommittee Chair should be made after considerable thought to accepting the responsibility of the position and discussion of the matter with their State supervisor before accepting the role. Subcommittee Chairs are expected to attend the quarterly meetings of the Board of Directors and the PSC, which occur concurrently.

The Subcommittee Chair is responsible for ensuring effective and efficient coordination among the TFs in their respective program area. They are frequently called upon to deliver briefings of TF activities at various functions including: ASTSWMO Mid-Year and Annual Meetings, Board meetings, PSC meetings and conference calls, etc. In order to facilitate resolution of outstanding issues in an efficient manner at Board meetings, Subcommittee Chairs should notify Board members prior to meetings of the Board of any significant issues that are before the Subcommittee. A "significant issue" is one that may take some time to resolve during the Board's deliberations. Prior notification will enable adequate time to be allocated to ensure full discussion and resolution. In addition, Subcommittee Chairs may be asked to represent their program area at national meetings and before Congressional committees. For purposes of leadership development and continuity, the Subcommittee Chair should appoint a vice-chair or a co-chair to assist in carrying out these duties. The program Subcommittee Chair, with the agreement of the Association’s Vice-President and the Past President, normally appoints TF chairs.

It is incumbent upon the Subcommittee Chair to establish a network of open communication with other program areas/subcommittees in order to best facilitate ASTSWMO activities.

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Subcommittee Chairs are encouraged to convene their TF Chairs periodically in order to stay informed of TF activities and encourage cross-communication. The guidelines concerning where and how these meetings are conducted are the same as those listed for TFs.

Typically, Subcommittee Chairs organize and co-chair a round table discussion with key EPA officials at the ASTSWMO Mid-Year and Annual Meetings. These sessions are designed to be informal discussion groups, which provide an opportunity for ASTSWMO members to interact with EPA office directors and staff on a variety of program-specific topics.

**4. Task Forces**

TFs are established to address specific topics that focus on national issues of great importance to States. Examples of such efforts include: working on special EPA initiatives or rules, working on legislative issues, etc.
Term and Role of Task Force Chairs

TF Chairs are selected to serve a term of 3 years. At the end of each term the Subcommittee Chair will undertake a process to select a new Chair. The Subcommittee Chair will determine whether other ASTSWMO members, whether on the TF or not, are interested in assuming Chair responsibility. The Subcommittee Chair should try and provide opportunities for new members to assume leadership of task forces whenever possible. However, a Subcommittee Chair may re-appoint a TF Chair to serve additional 3-year terms if no other members express an interest or if, for reasons of continuity and consistency, the Subcommittee Chair determines that reappointing the existing TF Chair serves the best interests of ASTSWMO. After completing this evaluation process the Subcommittee Chair, with the concurrence of the Association’s Vice-President and the Past President, will appoint a new TF Chair.

Prospective TF Chairs should give considerable thought to accepting the responsibility of his/her position. Other personal and professional commitments should allow him/her to accept the time-consuming tasks inherent with the job. It is recommended that members seek and obtain the agreement and support of their State supervisor before accepting the task. The Chair must set the example for the TF in commitment to a task and in leading the group to its completion of tasks.

The TF Chair’s primary task is to assure that the TF is focused on solving one or more problems, areas of concern to our members, or producing products on issues of high interest to State waste managers within a particular program area. The TF Chair should also ensure that his/her TF has developed a clear and appropriate vision and goals that are consistent with ASTSWMO’s mission, and in implementing Board direction and initiatives. Additionally, responsibilities or tasks of the TF Chair may include activities such as being the point of contact for industry associations on issues the TF is working on, representing ASTSWMO at EPA sponsored roundtables, and giving presentations at ASTSWMO meetings. Finally, the TF Chair is also responsible for maintaining a balanced membership on the TF in order to insure representative membership of the Association. In maintaining this balance, the TF Chair should take into consideration the expertise and experience of the member(s) and Regional representation.

TF Chairs are responsible for soliciting and selecting new membership on the TF on an as needed basis in order to maintain a balance as stated above and needed expertise of its members based on the tasks assigned. The TF Chair should utilize the assistance of the Subcommittee Chair, the Board member Board Liaison(s) assigned to the Subcommittee, and the Board as appropriate in order to accomplish this task. TF members are recruited with three goals in mind: 1) finding the best expertise available for the matters the TF must address; 2) a commitment by the member to actively participate in TF activities; and 3) achieving a nationwide geographic balance among home states of the TF members. The latter criterion is
normally maintained by securing a representative from a state within each of the ten EPA regions.

The TF chair must ensure that he/she recruits the very best expertise available while taking care not to skew the membership to any one region or program interest. If a member simply comes to meetings and does not or cannot contribute, resources are wasted and opportunities for other member involvement are limited without replacement. The TF Chair should periodically evaluate the performance of its members, and any concerns with performance should first be discussed with the member. The Subcommittee Chair should be consulted as necessary. If removal or request for resignation is the appropriate course of action, a member from the same region but not necessarily the same State, or an unrepresented region should replace the member.

5. Task Force Members

TFs generally function best when limited to 10 members, one representing each EPA delineated region. If regional representation is not attained, the TF Chair should consult with his/her Subcommittee Chair in order to allow multiple representations from a region, provided the 10-member maximum is not exceeded. The Subcommittee Chair, in consultation with the Vice-President and Past President, has the option to increase the TF membership up to 15 people, with multiple regional representations to address special issues or to achieve small State and large State balance. This is only possible if adequate funds are available to accommodate the TF size, and may require that travel for only a portion (e.g., 10) of TF members can be reimbursed for face-to-face meetings.

Effectively serving on a TF requires a person to devote significant time, energy, and expertise. Before a person agrees to serve as a TF member, the person should make sure that he/she has the support of their home state for such a commitment. TF members are expected to consider the interest of their home region, keeping each State in their respective region up to date on issues and soliciting and representing each State’s viewpoint.

It is likely that a TF member may also be asked to write sections of white papers, review and comment on TF or EPA work products, review and comment on EPA proposed rulemaking or guidance, write TF comments on proposed rules or guidance, and head up a subgroup of the TF working as part of a bigger project.

Issues affecting a specific topic or only some of the regions will be addressed by TFs with representation from the involved regions. These types of TFs and other short-term TFs should complete their assignments and tasks in less than 3 years.

Term of TF Members
TF members are selected to serve an initial term of 3 years. TF members can serve additional terms; however, at the end of each 3-year term the TF Chair will conduct an assessment of other state’s interest in participating on the TF and also evaluate re-appointment of the member based on two factors: (1) whether rotation of membership to another State in the EPA region is appropriate; and (2) whether the current member is contributing to the effectiveness of the TF. The TF Chair must also insure continuity within the TF by staggering the terms of TF members so as to avoid a situation where multiple members are rotating out of the TF at the same time. The TF Chair, with the concurrence of the Subcommittee Chair, will determine if either rotation is appropriate or a current member is not contributing, and may select a new TF member.

**Time Commitment of TF members**

- Travel: (travel to 1-3 meetings per year and monthly or periodic conference calls, and travel/participation at other meetings as required).
- Time commitment outside of formal meetings or conference calls will be necessary in order to work on subject topics or issues and to develop policy recommendations on issues of concern. This time commitment will vary depending upon the individual issue or subject matter.

**TF Meetings**

The primary method of developing work products or solutions to issues is by the organized work of TFs, and that usually calls for meetings. Meetings that involve travel are generally limited to 1-3 meetings per year. Meetings can either be direct face-to-face, or telephone conferences. The TF Chair must consider matters of prior preparation, early drafting, cost, time available to members, and the commitments the group has made regarding delivery of a product within a time certain.

TF meetings are normally held in Washington, D.C., because of cost effective meeting facilities, etc. They can be held in other cities for valid purposes. To accommodate State participation and determine whether changing meeting locations is warranted, the following criteria should be considered:

1. Home State of the meeting participants, a consideration of how far or long meeting participants must travel.

2. Consideration of the meeting facilities, i.e., can a host State provide meeting facilities at a cost and convenience comparable to those available in the D.C. area.

3. Consideration of cost and availability of hotel accommodations.
4. Travel and other work commitments of the ASTSWMO staff around the time of the meeting.

5. Consideration of ASTSWMO staff being required to attend the meeting versus attendance by conference phone.

6. Consideration of airfare to and from the host city versus to and from Washington, D.C.

7. Locations of previous meetings associated with the topic, i.e., have all previous meetings been in Washington, D.C., or have previous meetings been elsewhere.

8. The ability of the TF or subcommittee members to obtain out-of-State travel approval to go to the proposed location versus Washington, D.C.

9. Personal and professional needs of staff and members.

10. Consideration of EPA participation, as desired or required, or requested by EPA.

Selected meetings may be held in locations other than Washington, D.C., when the Subcommittee Chair and the ASTSWMO Executive Director agree that the criteria outlined above has been satisfied for a specific group to meet at a proposed location other than Washington, D.C. Should the Subcommittee Chair and the Executive Director be unable to agree that the criteria are met for a specific meeting, the decision regarding location will be made by the Executive Director.

The Life Cycle of an ASTSWMO TF

The outline below describes the life cycle of an ASTSWMO TF from conception to termination. The purpose is to give ASTSWMO members a set of guidelines to follow to improve efficiency, effectiveness and common expectations. The life cycle is as follows:

T A need is established:
   From the Subcommittee Chair
   From the Board or Executive Committee
   From the membership
   From the PSC

T A proposal is brought to or developed by the Board for action:
Proposal outlines need, purpose, outcomes, budget, and time lines
Board approves the project and a TF is created:
General guidelines for future are outlined
Budget is established within funding limits
Staff support (assignment) is established as appropriate and available

Chair (and/or co-chairs) selected by Subcommittee Chair and/or Board:
Selected Chair and/or co-chair are screened for the right expertise, available time, management commitment, commitment to issue and leadership skills

Association members are solicited by various media methods for TF membership:
Selection criteria include:
< expertise
< available time
< commitment
< geographic distribution
< EPA region
< type of program
< position of individual in State program
< supervisor's concurrence
< optimum number of TF members
< experience

The TF in action:

After the Chair and members are selected, the TF itself develops work plans consistent with ASTSWMO's mission and strategic plan. The plan then goes back to the Board for information and/or action/approval. The TF can have a finite duration and be attached to one or a few outputs or can be more open-ended. A TF may proceed and continue as long as:
< work is relevant to Association
< funding exists
< progress is being made
< work is not yet complete

Resolution of conflict (work plan, leadership, membership, termination):
Solve at lowest level of the organization possible:
< TF members
< TF Chair
< Subcommittee Chair
< PSC
< Vice-President and Past President
< President
Overall management and coordination of Subcommittee and TFs:
Responsibility to manage and coordinate the TFs belongs to the Vice-President and Immediate Past-President and the PSC.

Decision to terminate (eliminate) or suspend a TF:
The decision to terminate or suspend a TF is made by the President on the advice and initiative of the TF, Subcommittee Chair, PSC (including the Vice-President and Past President) and/or the Board itself.

6. **ASTSWMO Staff**

The Association's Executive Director has responsibility for assigning a staff member for the direct support of each program Subcommittee Chair, and he/she in turn will provide logistical support and other support as possible to the TF Chairs of the Subcommittee. The staff member will ensure communications among members are timely and effective, and will arrange virtually all logistics for the groups. This includes arranging and participating in TF meetings and conference calls, facilitating information and idea exchange in development of issues and reports, editing of draft reports, drafting and managing funding agreements in support of TF activities, and keeping members informed of recent developments in the field of interest. Staff will also ensure coordination of TF work efforts with other ASTSWMO staff and with EPA and outside organizations as relevant and appropriate. The staff member also works closely with the TF Chairs and Subcommittee Chairs to provide programmatic support and is often called upon to assist with presentations to the Board, arrange and participate in conference calls, act as liaison with EPA staff, etc.

The Deputy Director and Executive Director will work with the Subcommittee Chairs and the Association's Board of Directors to ensure adequate resources are planned and requested for support of all program subcommittees and TFs. However, the Executive Director, acting on the advice of the Executive Committee and under the direction of the Secretary-Treasurer, makes decisions regarding allocation of available funding to various tasks and groups. The Executive Director is responsible for carrying out that directed level of support and of maintaining the Association's fiscal integrity.

7. **Other:**

**Policy Positions taken by ASTSWMO**

The Association creates formal positions of policy and proposed procedure to carry out its mission. Only the ASTSWMO Board of Directors can establish a formal ASTSWMO position on a topic. In doing so, the Board considers National Governors Association (NGA) and Environmental Council of the States (ECOS)
policy positions. Association positions should be developed with that in mind.

However, positions must be developed, vetted, gain credibility and support of the membership at large, and then be implemented in some fashion to have any impact. Subcommittees and TFs carry out all these process tasks. It is important to have an open and continuous line of communication among TF Chairs, Subcommittee Chairs, the PSC, and Board members so that issues can be known and understood by as many people as possible prior to being formally addressed by the Board, and so that the Board's actions can be efficient and focused directly on clearly defined issues requiring resolution.

In the absence of a clearly applicable ASTSWMO position, the Association must often take action to meet a particular deadline (e.g., docket comments on a proposed rule). In these cases, the Board depends upon Chairs to make judgments about the significance of the matter, and the appropriate level of clearance. The Board can be called into special meeting by electronic means, the Executive Committee can act on routine matters for the Board between its meetings, or the Board can even be called to a special face-to-face meeting.

In some cases, however, the TFs and Subcommittees act on their own authority, clearly identifying the fact that their view is not a formal position of the Association, but that of the TF or Subcommittee concerned. Sometimes, the group asks the Board to endorse their views after the fact, if it would be appropriate to have a formal Association position on the matter. When a TF makes public its own view on an issue, it should be discussed with the Subcommittee Chair first, and if he/she believes it significant enough, he/she should discuss it with the Vice-President or Past President.

Sometimes, when a Chair is asked to speak or be a part of another external panel or committee (e.g., speak at a convention or serve on a federal advisory committee), it will be necessary to be very precise in distinguishing between his/her individual or State view, and that of the Association.

ASTSWMO Interaction with External Interest Groups

In developing policy and in achieving sound decision making, it is important for the Association's membership to understand the views of those affected by State and national waste management policies. This includes the regulated community, environmental and citizen groups, local governments and others. Therefore, the Association will continue to seek input of these groups as appropriate at ASTSWMO meetings. It is critical that such interaction not inhibit the information exchange between State waste managers and between States and federal agencies. In addition, it is important that external input be sought from a diversity of interest groups. The following guidelines are established to provide guidance to Association members in obtaining external input in the development of Association policy.
• External input to ASTSWMO will occur primarily through TF and Subcommittee meetings. Before meeting with external groups, TF Chairs will consult with the appropriate Subcommittee Chair concurrently with the Executive Director and then notify the PSC Co-Chairs (the Vice-President and Past President).

• Subcommittee and TF Chairs should strive to assure that time devoted to obtain input from external groups does not infringe upon the time that States need to discuss issues and reach consensus.

• TFs should be encouraged to solicit external input from a diversity of viewpoints where appropriate. If the regulated community is invited to offer their views, invitations should also be extended to environmental and/or public interest groups.

• Participation by external interest groups at ASTSWMO membership meetings and conferences will be by invitation only. Normally, participation by external groups at the ASTSWMO Mid-Year or Annual Meetings will be as part of a panel discussion or presentation by a representative of the group.

(Original approved by the ASTSWMO Board of Directors April 11, 1995, revised January 13, 1998, updated and revised July 14, 2000, and last revised October 24, 2007.)
ASTSWMO
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Term and Role of Task Force Chairs

TF Chairs are selected to serve a term of 3 years. At the end of each term the Subcommittee Chair will undertake a process to select a new Chair. The Subcommittee Chair will determine whether other ASTSWMO members, whether on the TF or not, are interested in assuming Chair responsibility. The Subcommittee Chair should try and provide opportunities for new members to assume leadership of task forces whenever possible. However, a Subcommittee Chair may re-appoint a TF Chair to serve additional 3-year terms if no other members express an interest or if, for reasons of continuity and consistency, the Subcommittee Chair determines that reappointing the existing TF Chair serves the best interests of ASTSWMO. After completing this evaluation process the Subcommittee Chair, with the concurrence of the Association's Vice-President and the Past President, will appoint a new TF Chair.

Prospective TF Chairs should give considerable thought to accepting the responsibility of his/her position. Other personal and professional commitments should allow him/her to accept the time-consuming tasks inherent with the job. It is recommended that members seek and obtain the agreement and support of their State supervisor before accepting the task. The Chair must set the example for the TF in commitment to a task and in leading the group to its completion of tasks.

The TF Chair’s primary task is to assure that the TF is focused on solving one or more problems, areas of concern to our members, or producing products on issues of high interest to State waste managers within a particular program area. The TF Chair should also ensure that his/her TF has developed a clear and appropriate vision and goals that are consistent with ASTSWMO’s mission, and in implementing Board direction and initiatives. Additionally, responsibilities or tasks of the TF Chair may include activities such as being the point of contact for industry associations on issues the TF is working on, representing ASTSWMO at EPA sponsored roundtables, and giving presentations at ASTSWMO meetings. Finally, the TF Chair is also responsible for maintaining a balanced membership on the TF in order to insure representative membership of the Association. In maintaining this balance, the TF Chair should take into consideration the expertise and experience of the member(s) and Regional representation.

TF Chairs are responsible for soliciting and selecting new membership on the TF on an as needed basis in order to maintain a balance as stated above and needed expertise of its members based on the tasks assigned. The TF Chair should utilize the assistance of the Subcommittee Chair, the Board member Board Liaison(s) assigned to the Subcommittee, and the Board as appropriate in order to accomplish this task. TF members are recruited with three goals in mind: 1) finding the best expertise available for the matters the TF must address; 2) a commitment by the member to actively participate in TF activities; and 3) achieving a nationwide geographic balance among home states of the TF members. The latter criterion is
normally maintained by securing a representative from a state within each of the ten EPA regions.

The TF chair must ensure that he/she recruits the very best expertise available while taking care not to skew the membership to any one region or program interest. If a member simply comes to meetings and does not or cannot contribute, resources are wasted and opportunities for other member involvement are limited without replacement. The TF Chair should periodically evaluate the performance of its members, and any concerns with performance should first be discussed with the member. The Subcommittee Chair should be consulted as necessary. If removal or request for resignation is the appropriate course of action, a member from the same region but not necessarily the same State, or an unrepresented region should replace the member.

5. Task Force Members

TFs generally function best when limited to 10 members, one representing each EPA delineated region. If regional representation is not attained, the TF Chair should consult with his/her Subcommittee Chair in order to allow multiple representations from a region, provided the 10-member maximum is not exceeded. The Subcommittee Chair, in consultation with the Vice-President and Past President, has the option to increase the TF membership up to 15 people, with multiple regional representations to address special issues or to achieve small State and large State balance. This is only possible if adequate funds are available to accommodate the TF size, and may require that travel for only a portion (e.g., 10) of TF members can be reimbursed for face-to-face meetings.

Effectively serving on a TF requires a person to devote significant time, energy, and expertise. Before a person agrees to serve as a TF member, the person should make sure that he/she has the support of their home state for such a commitment. TF members are expected to consider the interest of their home region, keeping each State in their respective region up to date on issues and soliciting and representing each State's viewpoint.

It is likely that a TF member may also be asked to write sections of white papers, review and comment on TF or EPA work products, review and comment on EPA proposed rulemaking or guidance, write TF comments on proposed rules or guidance, and head up a subgroup of the TF working as part of a bigger project.

Issues affecting a specific topic or only some of the regions will be addressed by TFs with representation from the involved regions. These types of TFs and other short-term TFs should complete their assignments and tasks in less than 3 years.

Term of TF Members
TF members are selected to serve an initial term of 3 years. TF members can serve additional terms; however, at the end of each 3-year term the TF Chair will conduct an assessment of other state’s interest in participating on the TF and also evaluate re-appointment of the member based on two factors: (1) whether rotation of membership to another State in the EPA region is appropriate; and (2) whether the current member is contributing to the effectiveness of the TF. The TF Chair must also insure continuity within the TF by staggering the terms of TF members so as to avoid a situation where multiple members are rotating out of the TF at the same time. The TF Chair, with the concurrence of the Subcommittee Chair, will determine if either rotation is appropriate or a current member is not contributing, and may select a new TF member.

Time Commitment of TF members

- Travel: (travel to 1-3 meetings per year and monthly or periodic conference calls, and travel/participation at other meetings as required).
- Time commitment outside of formal meetings or conference calls will be necessary in order to work on subject topics or issues and to develop policy recommendations on issues of concern. This time commitment will vary depending upon the individual issue or subject matter.

TF Meetings

The primary method of developing work products or solutions to issues is by the organized work of TFs, and that usually calls for meetings. Meetings that involve travel are generally limited to 1-3 meetings per year. Meetings can either be direct face-to-face, or telephone conferences. The TF Chair must consider matters of prior preparation, early drafting, cost, time available to members, and the commitments the group has made regarding delivery of a product within a time certain.

TF meetings are normally held in Washington, D.C., because of cost effective meeting facilities, etc. They can be held in other cities for valid purposes. To accommodate State participation and determine whether changing meeting locations is warranted, the following criteria should be considered:

1. Home State of the meeting participants, a consideration of how far or long meeting participants must travel.

2. Consideration of the meeting facilities, i.e., can a host State provide meeting facilities at a cost and convenience comparable to those available in the D.C. area.

3. Consideration of cost and availability of hotel accommodations.
4. Travel and other work commitments of the ASTSWMO staff around the time of the meeting.

5. Consideration of ASTSWMO staff being required to attend the meeting versus attendance by conference phone.

6. Consideration of airfare to and from the host city versus to and from Washington, D.C.

7. Locations of previous meetings associated with the topic, i.e., have all previous meetings been in Washington, D.C., or have previous meetings been elsewhere.

8. The ability of the TF or subcommittee members to obtain out-of-State travel approval to go to the proposed location versus Washington, D.C.

9. Personal and professional needs of staff and members.

10. Consideration of EPA participation, as desired or required, or requested by EPA.

Selected meetings may be held in locations other than Washington, D.C., when the Subcommittee Chair and the ASTSWMO Executive Director agree that the criteria outlined above has been satisfied for a specific group to meet at a proposed location other than Washington, D.C. Should the Subcommittee Chair and the Executive Director be unable to agree that the criteria are met for a specific meeting, the decision regarding location will be made by the Executive Director.

The Life Cycle of an ASTSWMO TF

The outline below describes the life cycle of an ASTSWMO TF from conception to termination. The purpose is to give ASTSWMO members a set of guidelines to follow to improve efficiency, effectiveness and common expectations. The life cycle is as follows:

✓ A need is established:
  From the Subcommittee Chair
  From the Board or Executive Committee
  From the membership
  From the PSC

✓ A proposal is brought to or developed by the Board for action:
  Proposal outlines need, purpose, outcomes, budget, and time lines
Board approves the project and a TF is created:
General guidelines for future are outlined
Budget is established within funding limits
Staff support (assignment) is established as appropriate and available

Chair (and/or co-chairs) selected by Subcommittee Chair and/or Board:
Selected Chair and/or co-chair are screened for the right expertise, available
time, management commitment, commitment to issue and leadership skills

Association members are solicited by various media methods for TF
membership:
Selection criteria include:
- expertise
- available time
- commitment
- geographic distribution
- EPA region
- type of program
- position of individual in State program
- supervisor’s concurrence
- optimum number of TF members
- experience

The TF in action:

After the Chair and members are selected, the TF itself develops work plans
consistent with ASTSWMO’s mission and strategic plan. The plan then goes
back to the Board for information and/or action/approval. The TF can have a
finite duration and be attached to one or a few outputs or can be more open-
ended. A TF may proceed and continue as long as:
- work is relevant to Association
- funding exists
- progress is being made
- work is not yet complete

Resolution of conflict (work plan, leadership, membership, termination):
Solve at lowest level of the organization possible:
- TF members
- TF Chair
- Subcommittee Chair
- PSC
- Vice-President and Past President
- President
- Board
✓ **Overall management and coordination of Subcommittee and TFs:**
Responsibility to manage and coordinate the TFs belongs to the Vice-President and Immediate Past-President and the PSC.

✓ **Decision to terminate (eliminate) or suspend a TF:**
The decision to terminate or suspend a TF is made by the President on the advice and initiative of the TF, Subcommittee Chair, PSC (including the Vice-President and Past President) and/or the Board itself.

6. **ASTSWMO Staff**

The Association’s Executive Director has responsibility for assigning a staff member for the direct support of each program Subcommittee Chair, and he/she in turn will provide logistical support and other support as possible to the TF Chairs of the Subcommittee. The staff member will ensure communications among members are timely and effective, and will arrange virtually all logistics for the groups. This includes arranging and participating in TF meetings and conference calls, facilitating information and idea exchange in development of issues and reports, editing of draft reports, drafting and managing funding agreements in support of TF activities, and keeping members informed of recent developments in the field of interest. Staff will also ensure coordination of TF work efforts with other ASTSWMO staff and with EPA and outside organizations as relevant and appropriate. The staff member also works closely with the TF Chairs and Subcommittee Chairs to provide programmatic support and is often called upon to assist with presentations to the Board, arrange and participate in conference calls, act as liaison with EPA staff, etc.

The Deputy Director and Executive Director will work with the Subcommittee Chairs and the Association’s Board of Directors to ensure adequate resources are planned and requested for support of all program subcommittees and TFs. However, the Executive Director, acting on the advice of the Executive Committee and under the direction of the Secretary-Treasurer, makes decisions regarding allocation of available funding to various tasks and groups. The Executive Director is responsible for carrying out that directed level of support and of maintaining the Association’s fiscal integrity.

7. **Other:**

Policy Positions taken by ASTSWMO

The Association creates formal positions of policy and proposed procedure to carry out its mission. Only the ASTSWMO Board of Directors can establish a formal ASTSWMO position on a topic. In doing so, the Board considers National Governors Association (NGA) and Environmental Council of the States (ECOS) policy positions. Association positions should be developed with that in mind.
However, positions must be developed, vetted, gain credibility and support of the membership at large, and then be implemented in some fashion to have any impact. Subcommittees and TFs carry out all these process tasks. It is important to have an open and continuous line of communication among TF Chairs, Subcommittee Chairs, the PSC, and Board members so that issues can be known and understood by as many people as possible prior to being formally addressed by the Board, and so that the Board's actions can be efficient and focused directly on clearly defined issues requiring resolution.

In the absence of a clearly applicable ASTSWMO position, the Association must often take action to meet a particular deadline (e.g., docket comments on a proposed rule). In these cases, the Board depends upon Chairs to make judgments about the significance of the matter, and the appropriate level of clearance. The Board can be called into special meeting by electronic means, the Executive Committee can act on routine matters for the Board between its meetings, or the Board can even be called to a special face-to-face meeting.

In some cases, however, the TFs and Subcommittees act on their own authority, clearly identifying the fact that their view is not a formal position of the Association, but that of the TF or Subcommittee concerned. Sometimes, the group asks the Board to endorse their views after the fact, if it would be appropriate to have a formal Association position on the matter. When a TF makes public its own view on an issue, it should be discussed with the Subcommittee Chair first, and if he/she believes it significant enough, he/she should discuss it with the Vice-President or Past President.

Sometimes, when a Chair is asked to speak or be a part of another external panel or committee (e.g., speak at a convention or serve on a federal advisory committee), it will be necessary to be very precise in distinguishing between his/her individual or State view, and that of the Association.

ASTSWMO Interaction with External Interest Groups

In developing policy and in achieving sound decision making, it is important for the Association's membership to understand the views of those affected by State and national waste management policies. This includes the regulated community, environmental and citizen groups, local governments and others. Therefore, the Association will continue to seek input of these groups as appropriate at ASTSWMO meetings. It is critical that such interaction not inhibit the information exchange between State waste managers and between States and federal agencies. In addition, it is important that external input be sought from a diversity of interest groups. The following guidelines are established to provide guidance to Association members in obtaining external input in the development of Association policy.

- External input to ASTSWMO will occur primarily through TF and
Subcommittee meetings. Before meeting with external groups, TF Chairs will consult with the appropriate Subcommittee Chair concurrently with the Executive Director and then notify the PSC Co-Chairs (the Vice-President and Past President).

- Subcommittee and TF Chairs should strive to assure that time devoted to obtain input from external groups does not infringe upon the time that States need to discuss issues and reach consensus.

- TFs should be encouraged to solicit external input from a diversity of viewpoints where appropriate. If the regulated community is invited to offer their views, invitations should also be extended to environmental and/or public interest groups.

- Participation by external interest groups at ASTSWMO membership meetings and conferences will be by invitation only. Normally, participation by external groups at the ASTSWMO Mid-Year or Annual Meetings will be as part of a panel discussion or presentation by a representative of the group.

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