

**ASSOCIATION OF STATE
AND TERRITORIAL SOLID WASTE
MANAGEMENT OFFICIALS
2005 STRATEGIC PLAN**

Developed by the Board of Directors

July 2005

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Association of State and Territorial

ASTSWMO

Solid Waste Management Officials

ASTSWMO's Mission: to enhance and promote effective state and territorial waste management programs, and affect national waste management policies.

I. Introduction

Since its inception in 1974, the Association of State and Territorial Solid Waste Management Officials (ASTSWMO) has strived to serve the needs of its members in environmental agencies in the states and trust territories by providing program development information and other support for program managers and staff. ASTSWMO is a member-driven organization that focuses on connecting its members with one another to share information, learn from one another, and encourage cross-program interaction and learning.

This document, the 2005 Strategic Plan, provides the vision, strategic directions, and near-term actions by which ASTSWMO's strategic goals will be carried out. It represents the culmination of a series of efforts undertaken by a small Strategic Planning Work Group, the Board of Directors, and the broader membership aimed at identifying future key themes and emerging issues and priority opportunities for the next three years.

II. Vision of Success – Emerging Themes and Issues

In preparation for developing this strategic plan, which is an update to its 2001 Strategic Plan, the Association began by envisioning a future where ASTSWMO was recognized as providing leadership related to a broad spectrum of waste program issues. To achieve this vision, ASTSWMO will continue and expand its role as a convener of dialogue, strengthen its national policy voice, and support initiatives and innovations relative to waste prevention, management, and cleanup. In the process, ASTSWMO will actively explore strategic partnerships where deemed appropriate and will communicate effectively on complex issues in a manner that contributes to public understanding and facilitates transferability of program practices among states and programs.

The following six key areas represent the focus areas where ASTSWMO recognizes both need and opportunity and in which ASTSWMO plans to emphasize investments for the next three years:

- Resources – A skilled and motivated workforce, knowledgeable in past waste prevention, management and cleanup practices, and adequate financial resources to carry out critical core program activities are essential foundations of the nation's waste programs.
- Information Sharing – Connecting members to one another and to information of interest in a dynamic and strategic manner is a cornerstone of the organization.
- Environmental Sustainability – The growing movement towards environmental sustainability, which includes product stewardship, materials reuse, and land revitalization,¹ is an area with cross-cutting implications for waste prevention, management and cleanup programs, as well as related public understanding.

¹ Land revitalization includes a holistic approach to reuse and redevelopment of underutilized parcels, including consideration of development or redevelopment of necessary infrastructure (e.g., public transit).

- Program Integration and Efficiencies – A unified, flexible, and efficient system of environmental management not only supports cross-program coordination, but at the same time highlights the necessity of good waste management in other programs such as air and water.
- Program Performance Measures – Ongoing monitoring and reporting of program accomplishments are increasingly the basis for both state and federal budgeting and management decisions; supporting these efforts and being ready to respond to them will be important for ASTSWMO.
- Partnerships – Strategic partnerships can provide access to desired expertise, allow leveraging of resources, and strengthen policy decisions.

III. 2005 Strategic Directions – affirmation of ASTSWMO’s operation and decision-making process within the existing strategic plan framework

ASTSWMO has had a formal strategic planning process to identify focus areas and guide its implementation efforts for the last 15 years. Priority goals, desired outcomes, and implementation mechanisms have varied over the years with sometimes broad and sometimes specific strategic directions. Since 2001, the Association has focused its strategic direction on the two fundamental elements of its mission: 1) Support enhancements and innovation in state and territorial waste prevention, management, and cleanup programs; and 2) Affect national waste prevention, management, and cleanup program direction and policy.

The 2005 Strategic Plan, described herein, also is built around these two strategic directions and recognizes that all of ASTSWMO’s work must explicitly continue to be responsive to and supportive of the needs of state and territorial waste prevention, management, and cleanup programs or must contribute to sound national waste program policy decisions. This plan also anticipates a stronger leadership role by the states and territories in formulating issues, encouraging innovative approaches and solutions, and enabling a new generation of state and territorial program managers.

IV. Strategic Focus and Plan

This section expands on the six focus areas. Action items are identified to carry out the overall desired achievements.

Key Focus 1—Resources: Ensure effective use of all available resources and plan appropriately for fewer resources

Budgets at both the federal and state level are predicted to be flat or declining for the near future and decreases in budgets are not likely to be accompanied by a commensurate level of decline in program responsibilities. Additionally, many states are losing experienced staff through retirement or resignation. To achieve its vision of demonstrated leadership, ASTSWMO will help states and territories as they identify the essential elements of the nation’s waste prevention, management, and cleanup programs, share information on disinvestment options, explore ways in which states are transferring knowledge and developing new leaders, and represent a trusted voice in discussions on innovative waste prevention, management, and cleanup policies and practices.

Current Activities: The 2001 Strategic Plan addressed the topic of resources from two perspectives: 1) Continuing to be more efficient (e.g., “do more with less”), and 2) Identifying potential new funding sources. To this end, ASTSWMO surveyed states to identify innovative approaches to generating

resources, used a pilot study to demonstrate the decline of purchasing power, and began a cost and workload analysis of the core Resource Conservation and Recovery Act (RCRA) program.

Planned Activities: ASTSWMO will continue to emphasize the need for an appropriate level of financial support for waste prevention, management, and cleanup programs. Decision-makers at the state and federal level are constantly making policy decisions through funding decisions. While ASTSWMO can help states learn from one another about how to manage through resource shortfalls, at this point in time, the states and territories are more interested in identifying the fundamental core program elements – that is, those prevention, management, and cleanup regulatory actions critical to be handled by government entities – and the level of resources necessary to sustain those core programs. Once essential actions are identified, states and territories will be able to further identify those program elements that might be discontinued or provided through some other option (e.g., third-party provider, outsourced, etc.). This disinvestment of non-essential actions will allow adequate resources for essential actions and provide support for innovative alternatives.

ASTSWMO plans to undertake the three near-term opportunities outlined below:

ACTION: Finalize the RCRA core program study, including a gap analysis and recommendations, to quantify the cost of an essential regulatory program and provide the basis for telling the story about implications of resource shortfalls.
WHO: Hazardous Waste Subcommittee
WHEN: Target date is January 2006 for RCRA core program study; gap analysis to follow based on study recommendation(s).

ACTION: Compile a compendium of disinvestment approaches currently undertaken by the states and territories that specifically culls out innovative solutions and demonstrations of leadership. What have individual states done in response to budget cuts? What has worked well? How have decisions to do less been communicated to the public?
WHO: Program Steering Committee
WHEN: To be determined at the January 2006 Board meeting

ACTION: Prepare a leadership development and knowledge transformation plan to ensure a future generation of competent environmental management leaders. The initial step in this plan, aimed at creating a clearinghouse on succession planning information, is:
Collect and compile information related to: 1) Available training and technical assistance options, particularly for new staff; 2) Knowledge and process knowledge methods being used by the states; and 3) Leadership development and training courses.
WHO: The Training and Information Exchange (TIE) Subcommittee will undertake the first information collection step, as well as use the ASTSWMO website to link to its collection of information (e.g., post documents, link to training opportunities, etc.). Once completed, the Program Steering Committee (past president, vice-president, and subcommittee chairs) will determine the steps in the succession planning and leadership development effort.
WHEN: To be determined at January 2006 Board meeting.

Key Focus 2—Information Sharing: Serve as a reliable, timely source of relevant information that improves ASTSWMO’s ability to accomplish its mission and further its strategic directions.

One of the highest values ASTSWMO adds to its members is the opportunity to connect to people doing similar work, facing similar challenges, and solving similar problems. The ability to share information and expertise across states and territories and the ability to link directly to specific information and documents is of the utmost importance to ASTSWMO's membership. Sharing specific approaches to common waste prevention, management, and cleanup issues that have been developed by other regulators (states, territories, federal government), and the potentially transferable solutions that result from implementing these approaches, is a key desire of members.

ASTSWMO wants to explore how to reach others and share information in ways other than face-to-face meetings. Many waste prevention, management, and cleanup issues are common across states and territories, and as a result, the opportunity exists for beneficial information sharing on approaches, successes, and lessons learned.

The value of in-person meetings cannot be overstated. Nonetheless, recognizing fiscal and time constraints, members are looking for ways to share information as effectively and efficiently as possible. For this reason, the potential for the web site to serve as an information sharing mechanism to connect members to each other and to relevant content is important.

Current Activities: As part of its 2001 Strategic Plan, ASTSWMO recognized the need to develop an information management approach that would allow it to carry out its strategic directions within the auspices of its guiding principles to inform, innovate, learn from one another, teach, highlight cross-media and cross-program implications, and build partnerships. ASTSWMO undertook a multi-phase effort to 1) Conduct a needs assessment by surveying and interviewing its membership about information; 2) Assess the Association's existing information management and exchange systems; 3) Explore options for partnering with existing organizations that managed information of relevance to ASTSWMO's membership; 4) Design a web site capable of meeting the communication and information desires of the membership; and 5) Develop a database to help connect members to one another and to information. ASTSWMO has completed the first four phases and is in the process of seeking consultant support to develop a custom database.

Planned Activities: Information needs and the desire to communicate out about ASTSWMO's efforts and successes continues to be an important focus for the 2005 Strategic Plan. A sophisticated communication infrastructure that connects the membership with one another – at all levels of government and all program areas – and connects the membership with content of interest is ASTSWMO's goal. To this end, ASTSWMO will undertake or continue the following near-term opportunities:

ACTION: Complete the transfer of information from the existing website to the new re-designed website. The re-designed site contains much of the functionality the membership desired and will provide a means for members to showcase success, access current information of use, share other resources, and quickly locate information and entities. As a further step in this process, ASTSWMO would like to explore ways of identifying what information is of the most importance to states and territories, how to use the web site to provide quick access and link to expertise on emerging issues, and ways to archive information in a manner that is organized and searchable.

WHO: TIE Subcommittee

WHEN: As soon as possible, to be determined at January 2006 Board meeting

ACTION: Analyze resources necessary to complete the above action. Assess current staff capacity and capabilities to implement the information sharing mechanism (i.e., the website).

Identify what staff enhancements are needed to populate the website and have it functioning. While ASTSWMO recognizes that a broader analysis of resource needs to implement the entire strategic plan might be worthwhile, particularly given the shifting focus in waste programs, at this point in time, the top priority is to identify what level of technical support is needed to get the web site operational. As other assignments of actions to implement the strategic plan are clarified over the first year, the staff and Subcommittee chairs will consider the need for this broader analysis.

WHO: ASTSWMO staff will do the initial analysis and provide recommendations to the executive committee about hiring options (e.g., part-time, temporary, etc).

WHEN: A proposal for additional hire(s) will be considered at the October 2005 Board meeting.

ACTION: Institutionalize the concept of an annual letter (e.g., Letter from the President) to the membership that highlights key accomplishments, reports progress on key priority issues, provides updates on priority activities, and advances ASTSWMO's role as a trusted voice on national policy issues.

WHO: ASTSWMO President, Subcommittee Chairs, Staff

WHEN: December/January - annually

Key Focus 3—Environmental Sustainability: Demonstrate leadership in identifying and developing the role of traditional waste programs in an environmentally sustainable world.

Increasingly, there is awareness that environmental sustainability will require an integrated approach to address the social, environmental, and economic components embodied in the concept. Greater public awareness and understanding will be important to the success of this concept. Waste programs have an important role to play as they are on the front lines of dealing with the outcomes from non-sustainable practices. ASTSWMO intends to demonstrate leadership with regards to environmental sustainability in three areas:

- (1) Defining sustainability within the context of traditional waste management programs;
- (2) Exploring four specific aspects of the larger sustainability issue:
 - (a) Product design (e.g., reduce environmental issues by designing products with an end use/reuse in mind),
 - (b) Product stewardship (e.g., responsible for a product throughout entire product lifecycle),
 - (c) Other pollution prevention activities and recycling,
 - (d) Land revitalization; and
- (3) Determining how environmental sustainability is integrated into the Association.

Current Activities: In January 2005, ASTSWMO established a special task force to explore how to incorporate the concept of environmental sustainability into the organization. This task force developed a very wide-ranging paper that identified a sustainability vision for ASTSWMO, as well as outlined potential operating principles, key strategies, and implementation steps. The board discussed the sustainability paper at its April 2005 meeting and asked the task force to continue to refine the paper in a manner that emphasized the relevance for waste program managers and identified some specific short-term strategies and tangible desired outcomes.

Planned Activities: ASTSWMO's role related to environmental sustainability continues to evolve. In general, there is strong support for existing initiatives, such as the RCRA 2020 Vision and the Resource Conservation Challenge, and sustainability practices as embodied in such programs as brownfields redevelopment. ASTSWMO embraces the goals of the RCRA 2020 Vision paper and is interested in

incorporating its goals as it determines what it means to move forward as a leader on environmental sustainability. The 2020 vision goals include:

- Reduce waste and increase sustainable use of resources;
- Prevent exposures to humans and ecosystems from use of hazardous chemicals; and
- Manage wastes and cleanup releases in a safe environmentally sound manner.

Through this strategic plan, ASTSWMO also has broadened its major strategic focuses to include waste reduction and prevention, as well as management of wastes and the ensuing cleanup from improperly managed wastes. Sustainability is a comprehensive concept with implications for many other programs and sectors. It could eventually lead to a re-structuring of the Association's staff resources:

ACTION: Prepare a refined version of the environmental sustainability paper that includes:

- (1) A clear and concise problem and issue statement related to environmental sustainability;
- (2) An assessment of the status of environmental sustainability within ASTSWMO's existing organizational structure;
- (3) A long-term vision for ASTSWMO's role in environmental sustainability;
- (4) An action plan that:
 - Includes a definition of environmental sustainability;
 - Encompasses the four major sub-categories:
 - Design,
 - Product stewardship,
 - Other pollution prevention activities, including recycling, and
 - Land revitalization; and
 - Identifies potential short-term tangible results for the organization.

WHO: Environmental Sustainability Task Force

WHEN: The next draft will be considered at the October 2005 Board meeting and completed for discussion during the January 2006 Board meeting. Further phasing and decisions about how environmental sustainability will exist within ASTSWMO's organization will be made after the January meeting.

Key Focus 4—Program Integration and Efficiencies: Promote program integration, consistency, and efficiencies by helping states and others build a team approach to waste issues.

As one of its operating principles, ASTSWMO has an overarching desire to help state and territorial waste programs operate in tandem with one another and with other environmental programs. Specifically, all ASTSWMO Subcommittees and Task Forces/Focus Groups are charged with highlighting cross program (e.g., waste management to cleanup, solid waste to hazardous waste) and cross-media (e.g., waste to air; water to waste) implications and seeking opportunities to complement other programs or areas.

The maturation of waste programs has resulted in a relatively consistent manner in which states manage the storage and disposal of wastes. ASTSWMO is now interested in promoting integrated programs that take into consideration the protection of air and water resources through proper storage, disposal and management of wastes. State and territorial waste program managers are also interested in harmonizing permitted pollution programs (e.g., long-term accumulation of heavy metals in soil and sediment from permitted air and water discharges that are in compliance with the appropriate environmental statute) with environmental cleanup and restoration programs. Understanding the resultant wastes from any given activity is an essential component of designing environmentally sustainable products and practices.

Current Activities: ASTSMWO currently fosters an environment where cross-program and cross-media implications are considered. This strategic plan, however, takes this consideration to the next level and seeks to initiate productive dialogue with various other EPA programs and environmental organizations to eliminate duplication of efforts, ensure there are not conflicting efforts, transfer innovative ideas, and clarify relationships between programs.

Planned Activities: As a new operating principle, ASTSWMO will include coordination across all its own subcommittees to facilitate a system-wide thinking on issues of concern, something ASTSWMO anticipates will be of value when dealing with emerging issues such as new chemicals and pathways of ingestion.

ACTION: Review its own organization, which tends to follow the federal model of organizing and managing around environmental regulations (e.g., CERCLA, RCRA, LUST) and identify internal opportunities for cross-program coordination within its own subcommittee and task force/focus group structure.

WHO: Board of Directors

WHEN: To be determined at the January 2006 Board meeting

ACTION: Meet with other executive environmental organizations (e.g., ASIWPCA, ECOS, STAPPA, ASDWA, ICMA) to eliminate duplication of efforts, identify synergistic opportunities, discuss ways to capitalize on strengths and avoid conflicts, and explore the necessity of responsible waste management to achieve air and water program goals.

WHO: ASTSWMO staff and Board leadership

WHEN: To be determined at the January 2006 Board meeting, but over the timeframe of this strategic plan

ACTION: Convene a dialogue on cross-program coordination around critical cleanup issues with EPA OSWER and possibly others (e.g., National Association of Counties, National League of Cities) who emerge as appropriate participants as the issues for discussion are identified and framed. This was recognized as a two-step process.

Step 1: Determine ASTSWMO's agenda around cleanup program issues and frame those issues for discussion, specifically including issues related to new chemicals and new pathways of ingestion or inhalation.

Step 2: Arrange a meeting of the appropriate participants and begin the dialogue.

WHO: Initiated by the chair of the CERCLA Subcommittee in consort with the chairs of the Federal Facilities, Hazardous Waste, Solid Waste, and Tanks Subcommittees

WHEN: To be determined at the January 2006 Board meeting, but following ASTSWMO's internal consistency review

Key Focus 5—Program Performance Measures: Communicate effectively on the value of waste programs in an era of program performance measurement.

Results-based program performance continues to be a focus of the federal government. Indicators of success for waste prevention programs continue to be difficult to measure (e.g., how to quantify the number of releases prevented through proper management) and measures of success in remediation programs tend to be meaningless in terms of environmental or health benefits (e.g., number of sites started or cleaned up, length of time for cleanup to occur). Federal budget decisions increasingly are linked to the ability to demonstrate program results and the states are the primary providers of data and other information related to program outputs and outcomes.

Current Activities: As part of its 2001 Strategic Plan, ASTSWMO began an effort to catalogue state and territorial approaches to identifying waste program indicators. At the same time, through a cooperative agreement with EPA's OSWER, the Institute of Science and Public Affairs at Florida State University (FSU) was developing a national set of waste and emergency response indicators for use by states, tribes, and others to describe and understand waste program issues. Several states participated in the FSU workgroup and a report was issued in April 2003. (See <http://www.pepps.fsu.edu/WISE/index.html>)

Planned Activities: Acknowledging that states and territories will be asked to provide information on measuring performance, ASTSWMO identified a three-pronged approach to its continued role in identifying indicators of program success: 1) Be appropriately positioned to participate in any relevant efforts to develop performance measures and in particular, be prepared to partner with EPA as performance measures are developed for the federal Program Assessment Ratings Tool (PART) process and analysis; 2) Educate those overseeing the federal measurement system – the Office of Management and Budget (OMB) – about the value of waste programs; and 3) Analyze measures being used in other programs that benefit from waste prevention, management, and cleanup programs (e.g., air and water programs) and explore the possibility of connecting to achievements within those programs.

Additionally, ASTSWMO will undertake the following identified action:

ACTION: Compile a compendium of approaches being taken by the states and others (e.g., federal agencies, other associations, etc.) to identify indicators and measure program performance.

WHO: Ad hoc group

WHEN: To be determined at the January 2006 Board meeting.

Key Focus 6—Partnerships: Maintain or enhance existing partnerships and strategically explore new partnerships.

States and territories have many existing partners in waste prevention, management, and cleanup programs. One of the primary relationships is with EPA – a relationship that has evolved from one of program development assistance to one where the states primarily need EPA to conduct high priority scientific research and provide technical assistance. Maintaining this partnership while dealing with severe resource shortfalls will be challenging. The states have also forged relationships with a multitude of other federal agencies, such as the Department of Defense and the Department of Energy, primarily around cleanup needs. Increasingly, local governments are emerging as partners in waste prevention, management, and cleanup programs.

Current Activities: Building new partnerships was one of the operating principles embraced in the 2001 Strategic Plan. As part of its information management project, ASTSWMO explored to what extent information exchange plays a role in these relationships and investigated ways in which to: 1) link its members to partner web sites in a targeted manner that saves time and effort when seeking information from these sites; and 2) help members search selected sites for specific types of information in a targeted manner that helps find results quickly and does not overwhelm with information. ASTSWMO also sent out letters to a broad array of potential partners seeking to initiate dialogue around potential partnering opportunities.

Planned Activities: ASTSWMO continues to be interested in strengthening existing partnerships, as well as exploring and forming new strategic partnerships. Existing partnerships will be strengthened through ASTSWMO's existing subcommittee structure. New partnerships will be identified where the

Association as a whole is interested in reaching out, with specific reasons to link or specific connections to groups percolating up from the membership through the Board of Directors. Partnerships occur on multiple levels and it is anticipated that there may be higher level partnerships that occur at the Board level and others that occur at the subcommittee level. A list of existing partners and some potential new partners is included as Appendix C. This is not a static list, but rather a snapshot at this point in time. Partnerships are fluid and evolving based on the value of the partnership at any given time.

ACTION: Reach out to existing partners in a coordinated manner.
WHO: Subcommittee Chairs
WHEN: On a regular basis; check-in at Board meetings quarterly

ACTION: Identify and reach out to new partners in a logical manner.
WHO: Board leadership (e.g., President, Past President) and Executive Director
WHEN: As needed

V. Structure and Organization for Carrying out the Strategic Plan

ASTSWMO is currently staffed and organized around a subcommittee structure that is similar to the federal model; that is, organized around federal regulations such as CERCLA, RCRA, and LUST. Additionally, ASTSWMO establishes task forces/focus groups and ad hoc work groups on an as-needed basis to address specific short-term issues or activities. As of January 2005, the Association had added one new task force on Environmental Sustainability. In general, the roles of ASTSMWO staff, the Board, Subcommittees, and Task Forces/Focus Groups are appropriate to carry out the strategic directions and opportunities envisioned in this plan.

The 2005 Strategic Plan will be implemented through ASTSWMO's existing organization with the understanding that any of the following changes could lead to a re-structuring at either the staff or subcommittee level:

- As ASTSWMO further explores what it means to be a leader in environmental sustainability, the existing task force on environmental sustainability may transform into something more permanent and the staff resources may need to be enhanced.
- As ASTSWMO initiates a dialogue around integrated, effective programs, the array of cleanup subcommittees may be aligned in a different manner.
- As ASTSWMO establishes partnerships beyond existing ones with EPA and considers its role as a convener of dialogue, there may be a need identified for additional staff resources.
- As ASTSWMO staff analyzes resource needs to carry out the technical aspect of the information sharing mechanism and other parts of the 2005 Strategic Plan, there may be an identified need for additional staff resources.

As ASTSWMO implements this plan over the next three years, it will also consider what training might be necessary for staff as roles or organization changes. Additionally, within its own organization, ASTSWMO will consider what kind of leadership development and knowledge transfer it needs in place to ensure the continued vibrancy of the Association.

VI. Timeline for Reviewing and Updating

ASTSWMO is committed to carrying out the vision and actions identified in its 2005 Strategic Plan. In the process of implementing previous strategic plans, ASTSWMO has institutionalized the manner in which it tracks progress. All key focus areas will be reported on at quarterly Board meetings. Progress on all action items will be assessed on a regular basis (e.g., quarterly, semi-annually) and mid-course adjustments made as needed. ASTSWMO is particularly interested in remaining responsive to the needs of its membership and will review current and planned work to ensure the vision embodied in this plan is embedded within its work.

ASTSWMO will use this plan to make decisions about priority national policy issues in which it is participating and activities it undertakes to support the needs of waste prevention, management, and cleanup programs.

Appendices:

- A. Participants in Development of 2005 Strategic Plan
- B. Summary of Strategic Plan and Consolidated Actions
- C. List of Existing and Potential Partners
- D. Strategic Planning Theme Document

Appendix A. PLAN DEVELOPMENT

The members of ASTSWMO offer their thanks to the following people who participated in the development of the *2005 Strategic Plan*:

Strategic Plan Work Group

Terry Gray (RI), Chair
Shannon Davis (AZ)
Karen Sismour (VA)

Board of Directors – Officers

President

Steve Hammond (NY)

Vice President

Terry Gray (RI)

Past President

Jay Ringenberg (NE)

Secretary /Treasurer

Kathy Stiller Banning (DE)

Subcommittee Chairs

Hazardous Waste

Stephen Cobb (AL), *Chair*

Hazardous Waste

Cheryl Coleman (SC), *Vice Chair*

Solid Waste

David Haldeman (NE)

CERCLA

Gary King (IL)

Training/Information Exchange

Mike Savage (OH)

Federal Facilities

Clarence Smith (IL)

Tanks

Dick Swanson (GA)

Board Members – Regional Representatives

Region 1: Jay Naparstek (MA)

Region 2: Frank Coolick (NJ)

Region 3: Karen Sismour (VA)

Region 4: David Wilson (SC)

Region 5: Bill Child (IL)

Region 6: Catherine Sharp (OK)

Region 7: Brian Tormey (IA)

Region 8: Dennis Downs (UT)

Region 9: Shannon Davis (AZ)

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Appendix B. SUMMARY & CONSOLIDATED ACTION PLAN

ASTSWMO 2005 STRATEGIC PLAN

ASTSWMO's Mission: to enhance and promote effective state and territorial waste management programs, and affect national waste management policies.

STRATEGIC DIRECTIONS

1. Support enhancements and innovation in state and territorial waste prevention, management, and cleanup programs; and
2. Affect national waste prevention, management, and cleanup program direction and policy.
3. Provide a strong leadership role in formulating issues, encouraging innovative approaches and solutions, and enabling a new generation of managers.

KEY FOCUS AREAS

1. *Resources* – ensure a skilled and motivated workforce, knowledgeable in past waste prevention, management and cleanup practices, with adequate financial resources.
2. *Information Sharing* – connect members to one another and to information of interest in a dynamic and strategic manner.
3. *Environmental Sustainability* – explore roles and other aspects of environmental sustainability and the cross-cutting implications for waste prevention, management and cleanup programs, as well as related public understanding.
4. *Program Integration and Efficiencies* – promote a system of environmental management that supports cross-program coordination and highlights the necessity of good waste management in other programs.
5. *Performance Measures* – communicate waste program accomplishments which are increasingly the basis for both state and federal budgeting and management decisions.
6. *Partnerships* – maintain, enhance, and explore desired strategic partnerships

FOCUS	ACTION	WHO	WHEN
Resources	Finalize the RCRA core program study	HW	Jan '06
Resources	Compile a compendium of state approaches to disinvestment	PSC	TBD in Jan '06
Resources	Prepare a leadership development and knowledge transformation plan	TIE	TBD in Jan '06
Info Share	Finalize new website	TIE	ASAP, TBD in Jan '06
Info Share	Analyze resources to complete new web	Staff	Oct '05
Info Share	Institute the annual letter concept	Pres, PSC, staff	Dec'05 Annually
Sustainability	Refine paper and develop an action plan	Sustain TF	Oct '05
Program Integration	Review organization structure	Board	TBD in Jan '06
Program Integration	Meet with other organizations	Staff, Board	TBD in Jan '06
Program Integration	Convene a dialogue with EPA OSWER	CERCLA lead, PSC	TBD in Jan '06
Measures	Compile a compendium of state indicators	Ad hoc	TBD in Jan '06
Partnerships	Reach out to existing partners	PSC	Regularly
Partnerships	Identify and reach out to new partners	Exec	As needed

Appendix C. LIST OF PARTNERS

This table identifies the relationship between existing/potential partners and ASTSWMO's key focus areas, as identified in its 2005 Strategic Plan.

- – Essential to focus area
- – Secondary to focus area

Shading indicates existing partner relationship

	RESOURCES	INFORMATION SHARING	ENVIRONMENTAL SUSTAINABILITY	PROGRAM INTEGRATION	MEASURES
Association of Safe Drinking Water Administrators (ASDWA)		○		■	○
Association of State and Interstate Water Pollution Control Administrators (ASIWPCA)		○		■	○
State and Territorial Air Pollution Program Administrators and the Association of Local Air Pollution Control Officials (STAPPA/ALAPCO)		○	■	■	○
Northeast Waste Management Officials' Association (NEWMOA)		■	○	■	○
New England Interstate Water Pollution Control Commission (NEIWPC)		○			■
Environmental Council of the States (ECOS)		■	■	○	○
National Association of Attorneys General (NAAG)		■			
U.S. EPA Office of Solid Waste and Emergency Response (OSWER)	■	■	■	■	■
U.S. EPA Regional Offices	■	■		■	
U.S. Department of Defense (DOD)			■	■	
U.S. Department of Energy (DOE)			■	■	
U.S. Office Management and Budget (OMB)	■				■
Air and Waste Management Association (AWMA)	○	○			
American Society of Civil Engineers (ASCE)	○	○			
International City / County Management Association (ICMA)			■		
Solid Waste Association of North America (SWANA)		■			
American Society for Testing and Materials (ASTM)		○		○	
Interstate Technology & Regulatory Council (ITRC)		○		○	
National Association of Local Government Environmental Professionals (NALGEP)		■	■		
Product Stewardship Institute (PSI)			■	○	
National Pollution Prevention Roundtable (NPPR)			■		
National Recycling Coalition (NRC)			■		
National Association of Installation Developers (NAID)			■		
Institute of Scrap Recycling Industries, Inc. (ISRI)			■		
National Association of Home Builders (NAHB)			■		

Appendix D. STRATEGIC PLANNING DOCUMENT

PLANNING FOR ASTSWMO'S 2005 STRATEGIC PLAN

In preparation for the July 6-8, 2005 strategic planning meeting of the ASTSWMO Board of Directors, the designated Strategic Planning Work Group (hereafter referred to as the WG) including Terry Gray (Chair), Shannon Davis, and Karen Sismour, were asked to prepare a document identifying key themes and emerging issues that would affect State waste, tank, and remediation program managers over a three-year planning window. The WG based their drafting on a series of closed plenary session discussions held with EPA managers at the ASTSWMO Mid-Year Meeting in Keystone, Colorado in April 2005. The theme of that meeting, *Taking Stock of the Nation's Waste Programs: Where We Are, Where We're Headed* set the stage for a detailed program-by-program oral review. Drawing from notes of these discussions, the WG members distilled the key themes down to a few, and they have framed these themes in a series of interrogatory topics they believe will stimulate the kind of probing discussions the Board should use to develop a focused and carefully targeted strategic plan to guide the Association's future endeavors.

For the overall context of developing the strategic plan, it seems as though leadership and innovation continues to move to the State programs, decentralizing from the federal government. As this trend continues, State waste program leaders will need to focus on forward thinking solutions and face the following common challenges:

- The need to re-examine and change our dialog to effectively explain more and more complex issues to get the public directly engaged in these topics;
- The need to tout our successes with good case examples, in a way that facilitates transferability between programs and States; and,
- The need to maintain flexibility and to change with the times.

In addition to these common challenges, four key themes and areas of emerging issues were identified at the Mid-Year Meeting, as follows:

1. Sustainability/Product Stewardship/Reuse, Recycle, Revitalization/Survivability/Effective Waste Management Practices

There are multiple initiatives (e.g., RCRA 2020 Vision, RCC) and efforts looking at ways to transform waste management programs to prevention and materials management systems. As well, there is a recognized need to reduce the amount of waste produced and active efforts to reuse materials and land (e.g., Brownfields redevelopment, revitalization initiatives, land stewardship). This is an area which cuts across most program areas and which the States are in the position to demonstrate leadership, develop innovative and creative solutions, and work together towards a common vision.

Incorporating the concept of sustainability into ASTSWMO's organization and defining the role ASTSWMO might play in both the policy arena and in the support it provides State programs will likely be discussed during the strategic planning session.

Topics to be considered might include:

- What is the role of States to encourage or motivate companies to adopt socially responsible policies and practices, including the adoption of environmental management systems?
- What can waste programs do to align our efforts with other priority environmental issues, such as energy efficiency, economics and other public values?
- How can the States best support the concepts and implementation of the RCRA 2020 Vision and the Resource Conservation Challenge?
- What is the role for waste management programs in materials management and supporting the reuse of byproducts?
- How can ongoing efforts related to institutional controls and financial assurance be integrated and/or coordinated with a broader agenda for sustainability and stewardship? How does OECA's decision to establish RCRA Subtitle C and I facilities as enforcement priorities affect this theme?
- Should ASTSWMO attempt to include land reuse and maximizing current infrastructure in the priority issues under this theme?
- What is the role for waste management programs in materials management and supporting the reuse of byproducts?
- How can ongoing efforts related to institutional controls and financial assurance be integrated and/or coordinated with a broader agenda for sustainability and stewardship? How does OECA's establishment of FA for RCRA Subtitle C and I facilities as an enforcement priority assist this process?
- Should land reuse and maximizing current infrastructure be included in among the topics to be analyzed?
- What is being done to harmonize the activities of EPA and State "permitted pollution programs (I.e., air and water) and environmental cleanup/restoration programs?
- What is the role of States to assure that local growth management plans are integrated with local and State waste management plans, consider Brownfields redevelopment, promote sustainable industrial development, and include forethought related to environmental protection and conservation?

2. Partnerships and Relationships

One of the common themes during the State assessments of the various waste programs was the desire to be in true partnerships with the federal government. The current federal budget situation, coupled with emerging areas of concern (e.g., electronic wastes, chronic wasting disease, and munitions) might provide the opportunity for States, through ASTSWMO, to explore and establish strong strategic partnerships, not only with EPA, but with other federal agencies, organizations, regional groups, and private entities.

As part of its most recent strategic plan (2001), ASTSWMO conducted some outreach to other organizations about the possibility of forming partnerships. A re-evaluation of what is desired from partnerships, around what topics they might prove useful, and exploration of how to move from stakeholder status to true partnerships with EPA might be an area worthy of more exploration for ASTSWMO.

Topics to be considered might include:

- How can States continue to move towards becoming true partners with EPA, developing a coordinated relationship that minimizes duplication of effort?
- How can ASTSWMO and EPA coordinate Strategic Plans to align State and federal priorities?

- What efforts are needed to sustain the current excellent EPA-State relations, and improve those relations whenever possible?
- What are some ways to maintain key EPA roles of quality oversight (and as the gorilla in closet), yet adjust the Federal role where necessary to be one of providing technical support to the delegated State program without duplication of effort?
- Continuing to encourage EPA to come to ASTSWMO with issues, where appropriate, in addition to individual States, including communication with regional State Waste Directors and to encourage their involvement with ASTSWMO, and to attend regional EPA-State meetings.
- Effectively participate in ongoing efforts among States, including other interstate organizations such as ECOS, and EPA regional offices to encourage consistency on enforcement and other program priorities.
- How can State programs maintain and improve relationships with other federal agencies involved in waste management issues (e.g., Department of Defense), particularly around remediation, NRD, and cleanup issues?
- Should ASTSWMO become a primary forum for communication and a unifying organization for the development and maintenance of a partnership culture among States, EPA, and other stakeholders?
- How can States use public information practices, including media relations, to engage groups and individuals to be better advocates in securing funding, resources, and improved cleanup agreements?
- How can ASTSWMO coordinate research, information, and policy needs between EPA and the States to determine what beneficial uses of wastes are safe and appropriate?
- How can we improve open communication, coordination, and cooperation?
- How can we improve State partnerships with OECA and OSW to reduce the inherent tensions between their directions to enforce standing regulatory requirements and at the same time foster enforcement flexibility?
- How can State programs, through ASTSWMO, get better “plugged-in” to research and activities being EPA on the various areas of concern?
- How can ASTSWMO anticipate issues/concerns early on concerning initiatives to avoid polarization of the various stakeholders?
- How should ASTSWMO include other air and water associations in this theme of partnerships?
- How can we convince EPA to work with States in partnership in relation to service delivery to local governments – rather than working around States – in order to align resources for greater effect?
- How can we convince EPA to develop strategic initiatives in full collaboration with States to build consensus, collaboration, and momentum?
- If EPA is forming partnerships with industries that States regulate, why are they not forming those same partnerships with States?
- How can we improve communications and involvement in ASTSWMO matters with the EPA Regional offices?
- How can we continue and improve EPA flexibility and acceptance of various State initiatives and innovations to improve and streamline operations in response to changing priorities and resource issues?

3. Resources

The level of resources available is a major concern. This issue was raised in the context of the following expectations and concerns:

- flat or decreasing budgets;
- the need to maintain quality work;
- the need to identify areas for disinvestment (such as less LQG inspections, more SQG.);
- changing political climates;
- the increased need for measures for program efficiency, performance measures, and outputs;
- the consequences of not meeting targets and expectations; and
- the balance between the costs of our programs and the benefits (particularly the difficulties related to measuring the effectiveness of preventive programs, and other programs such as NRD, cleanup programs, and Brownfields work).

This was further defined through the following two themes:

3.1 Accountability / Performance Assessment (PART) / Outcomes

The federal focus on accountability affects State programs in multiple ways, including increased busy work around collection of data to document results, and budget decisions tied to ability to demonstrate program results (e.g., reduced federal dollars for programs not able to demonstrate results). There is strong pressure for the States to help figure out how to move forward in a measurable way, particularly related to prevention programs which have a difficult time demonstrating results.

Topics to be considered might include:

- Are there measures being developed by the federal government that put the States in the position of using State resources to undertake useless or insignificant tasks?
- Are there alternative activities that should have measures and would demonstrate benefits of programs, particularly prevention programs? What are the indicators of success for prevention?
- Is there something important being done that truly can't be measured?
- Are the right systems in place for collecting the right information?
- Influence of performance based management and performance based contracting?
- What are the costs of resources needed to measure the activity? How much does measuring take away from performing the activity?
- Can we facilitate "pooling of resources" among the States, disseminate new and proven ideas from States that are successful, and promote the establishment of Regional partnerships to address shared concerns and problems?
- How can we develop meaningful, consistent performance measures that are comparable over time and space (between and among States) focused on high level outcomes?

3.2 Continued Quality Work with Less Federal Support

Federal and State budgets are predicted to be flat or declining in the near future. Even as budgets decrease, there is no corresponding decline in expected work (e.g., new sites still entering most cleanup programs, recycling rates stagnant, new chemicals being developed). Additionally, the States see a need for either additional rulemaking or revised rules, based on 20-25 years of

experience in many program areas. The message from EPA regarding rulemaking was not to expect any new rulemaking, even as there continues to be ongoing rulemaking and policy decisions (definition of solid waste and combustion) that will affect the States.

The States will be instrumental in determining innovative and creative solutions in response to a bleak budget situation. ASTSWMO's role might include:

- Serve as a place to advance new ideas;
- Helping strike the balance of effort and resources between maintaining core program efforts with innovation and initiatives;
- Conduit for sharing information about past successes;
- Help determine and focus federal support to priority issues/areas and add proper funding levels to ensure adequate staff for implementing the solid waste program; and
- Assisting States with information management, including data management, accountability and efficiency measure, and communication between States and with policy makers and industry.
- Should ASTSWMO be pushing harder for more funding from the federal level?
- How do we funnel these limited resources toward implementing the shift from command and control to sustainability, product stewardship, recycling, reuse, revitalization, survivability and effective waste management practices?
- How do we identify and use more effective tools (i.e., technical assistance) to promote compliance?
- How do we focus on true environmental issues versus efforts to solve a perceived or non-environmental problem?

4. Leadership Transformation

Leadership on waste management issues continues to move from EPA to States. States are more involved in national policy and continue to be leaders in innovation, both in policy development and implementation.

In addition, the issue of loss of experienced staff at the State level, whether through retirement or other types of attrition, surfaced as a concern in several programs, particularly related to those who had history and knowledge of the evolution of many of the nation's waste programs over the last two to three decades. How ASTSWMO might influence this leadership transformation could be a new area for ASTSWMO to focus, but might include:

- Documenting the five major lessons learned so that don't lose important battles in the future;
- Identifying and offering the training needed to ensure a smooth transition of leadership;
- Serving as a place to advance ideas for new styles/needs of leadership;
- Identifying leadership models that are working at the State and Regional levels;
- Assembling an oral history or other sort of information deposition system that is easily accessible, trackable, and searchable online;
- Establishing a "significant decisions record" that is easily accessible, trackable, and searchable online; and
- Brainstorming what information the next generation might want to refer to in thirty years and set up recording mechanisms to assure that information will be available.