

ASSOCIATION OF STATE  
AND TERRITORIAL SOLID WASTE  
MANAGEMENT OFFICIALS  
**2009 Strategic Plan**

*Adopted by the ASTSWMO Board of Directors  
July 23, 2009*

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Association of State and Territorial  
**ASTSWMO**  
Solid Waste Management Officials

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## I. Introduction

This is ASTSWMO's fourth strategic plan. The Association began the current era of strategic planning in 2001 and has updated its plans every three to five years. Since 2001, the strategic plan has been explicitly focused around the two dimensions of the ASTSWMO mission statement: support for State and Territorial (hereinafter "State(s)") programs and influencing national policy. Past ASTSWMO strategic plans identified specific actions to support enhancements, innovation, and State waste prevention, management, and cleanup programs; and work with the U.S. Environmental Protection Agency (EPA) to influence national waste prevention, management and cleanup program direction and policy. The 2009 Strategic Plan continues those themes and adds to them.

The immediate predecessor to this plan, the 2005 plan, organized activities into six strategic focus areas: resources, information sharing, environmental sustainability, program integration and efficiencies, program performance measures, and partnerships. The 2005 plan re-emphasized that the Association must explicitly continue to be responsive to and supportive of the needs of State programs. It anticipated a stronger leadership role for States in formulating issues, encouraging innovation, and enabling a new generation of program managers. This was the first time that ASTSWMO so explicitly recognized the potential that environmental sustainability initiatives had for the Association and its members. With this recognition, ASTSWMO also realizes that maintenance of the core programs in an efficient and productive manner is the basic tenet in moving forward with the evolution of the waste programs.

In the 2009 strategic plan, a revised mission statement for ASTSWMO cements the commitment to the evolution of State waste and cleanup programs to include consideration of environmental sustainability and materials management. The plan also includes five principles that will guide the Association's actions over the next three to five years. For the most part, these principles are not new to the organization; bringing them forward into the strategic plan highlights their importance to ASTSWMO's continued success. Finally, the 2009 strategic plan continues to use strategic focus areas to organize and highlight key Association activities.

## II. ASTSWMO's Evolving Mission

Since 1974, ASTSWMO's mission has been, "to enhance and promote effective State and Territorial waste management programs, and affect national waste management policies." These two themes—serving and promoting State and Territorial programs and influencing national policies—continue to form the basis of ASTSWMO's mission statement.

However, ASTSWMO also acknowledges the evolutionary expansion that many State waste programs and the federal program are engaged in as they increasingly incorporate strategies to reduce, detoxify, and eliminate waste by influencing product design, chemicals policy, manufacturing processes, and

consumption patterns. This expansion recognizes that the most enduring way to achieve safe waste management often is to reduce or detoxify (or ideally eliminate) waste in the first place. These types of strategies, along with an increasing emphasis on viewing materials as a valuable resource to be maintained in commerce, are grouped under the titles of sustainability and materials management.

ASTSWMO has incorporated both these ideas into its updated mission statement:

***To enhance and promote effective State and Territorial programs for waste and materials management, to encourage environmentally sustainable practices and to affect relevant national waste and materials management policies.***

Fundamentally, the modification of ASTSWMO's mission statement recognizes the importance of incorporating materials management and sustainability into the traditional waste management programs without losing focus on core programs, such as corrective action, permitting, enforcement, and inspection. Projections are that, between 2000 and 2050, the world population will increase by 50%; economic activity will increase by 500%; and energy and materials use will increase by 300%.<sup>1</sup> In the past 50 years, humans have consumed more resources than in all of previous history.<sup>2</sup> Most products become waste within six weeks after purchase—and for every pound of consumer waste thrown away, an additional eight to nine pounds of waste are generated in the making and transporting of consumer products. Americans throw away over four pounds of waste per person per day.<sup>3</sup> As individuals and as environmental officials, ASTSWMO members know that this cannot continue. ASTSWMO members see the expansion of the ethic that up to now primarily has been interested in segregating and managing waste to one that is also interested in the sustainable use of materials as critical to future environmental protection and economic prosperity. Waste and cleanup programs have an important role to play in the evolution to sustainability, and ASTSWMO is committed to being a leader of that effort.

### III. Principles for Success

To complement its new mission and prepare for implementation of its strategic plan, ASTSWMO developed five principles to guide its actions. These define ASTSWMO's values, plot a path forward, and create a touchstone against which the Association can gauge its efforts.

**1. Protection of human health and the environment for current and future generations.** This is the cornerstone of the missions of ASTSWMO members and the ultimate goal of State waste, cleanup, and

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<sup>1</sup> Matthews, Emily, Et al. Weight of Nations: Material Outflows from Industrial Economies. World Resource Institute. Washington, DC, 2000. p xi

<sup>2</sup> International Partnerships for Sustainable Resource Management. Exploring Elements for a work plan (2008-2010). UNEP/IRM/SC/0711/06.

<sup>3</sup> USEPA Office of Solid Waste (5306P). Municipal Solid Waste in the United States: 2007 Facts and Figures. EPA 530-R-08-101. November 2008.

materials management programs. As it leads the transition from waste management to materials management, ASTSWMO will keep this at the forefront of its policies and practices. While the foundation of ASTSWMO's work remains the effectiveness of core programs<sup>4</sup>, it is recognized that maintaining core program strength through appropriate resources allows for the development of these evolutionary initiatives.

**2. Reliable source of timely, relevant, and accurate information.** Being a source of information has been a theme in many of the strategic plans. Specific actions to expand and improve ASTSWMO's information sharing capabilities were included in the 2005 plan and more are discussed in the 2009 plan. ASTSWMO aspires to be the primary resource for accurate and relevant information on State waste and materials management programs. The Association believes that one of the most valuable services it can offer members is the opportunity to connect people who are doing similar work, facing similar challenges, and solving similar problems.

**3. Leadership on emerging issues.** States increasingly find themselves as leaders in critical emerging program areas, such as chemical management and policy, product policy and detoxification, support of U.S. industry in improving manufacturing processes, reducing greenhouse gas emissions and carbon footprints, life cycle management, and greener cleanups. These are critical areas both for environmental protection and for the long-term competitiveness of U.S. industry as individual States and other countries begin to place requirements on products. ASTSWMO promotes States as leaders in these areas by not merely seeking to respond to national program development initiatives, but also by seeking to influence national policy by being at the forefront of solving some of the most difficult problems facing environmental agencies.

**4. Collaboration and dialogue.** The ability to bring together State programs and to convene discourse among and between the States and the federal government has been a hallmark of ASTSWMO's success. The Association seeks to expand its role as a convener of multi-party discussion, especially on emerging issues, and to reach out to other State organizations, such as the Environmental Council of the States, to collaborate more effectively on advancing the environmental agenda of States.

**5. Responsiveness to member needs.** As with any member organization, it is critical that ASTSWMO continue and expand its service to members and be responsive to member needs.

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<sup>4</sup> Core programs include corrective action, permitting, enforcement, and inspections. See [2007 ASTSWMO RCRA Core Report](#) at <http://astswmo.org>.

## IV. Strategic Focus Areas and Objectives

***Strategic Focus Area #1—Resources: wise investment in human resources and careful management of financial resources are critical to maintaining ASTSWMO members' programs.***

ASTSWMO will continue its leadership in providing States with information to help manage their human and financial capital. This will include assisting with knowledge transfer and succession planning, as well as ensuring that concise and accurate information on budgets and needs is available at all times. In addition, as States increase their leadership on emerging issues, and as ASTSWMO expands its role in supporting States by convening multi-party discussions and developing independent positions and agendas, the Association will consider whether additional sources of funding are appropriate for its activities.

### **Current Activities:**

Human Resources – In the 2005 plan, ASTSWMO expressed interest in providing the training for State staff as roles or organizational changes occurred. In addition, ASTSWMO focused on leadership development and knowledge transfer it needed to ensure the continued vibrancy of the Association. ASTSWMO continues to develop its strategic efforts to broaden membership and State participation. It is building upon the strategy detailed in its “Members in Action” policy to aid leadership transitions within the Association.

Financial Resources – In the 2005 strategic plan, ASTSWMO focused on helping States identify core program elements, the level of resources necessary to sustain those core programs, and those program elements that might be discontinued or provided through other options. This disinvestment of non-essential actions allows adequate resources for essential actions and provides support for innovative alternatives. In 2007, ASTSWMO finalized a RCRA core program study that included a gap analysis and recommendations, to quantify the cost of an essential regulatory program and provide the basis for conveying the implications of resource shortfalls.

### **Planned Activities:**

Human Resources – ASTSWMO’s 2009 strategy focuses on succession planning and expanding participation, in addition to providing training and staff development. Over the next several years, ASTSWMO will continue to analyze training needs for members and will focus on developing the leadership and participation of the next generation of members.

Financial Resources – ASTSWMO is interested in continuing to identify potential funding sources and identifying potential barriers to accessing new financial resources. In addition, ASTSWMO will raise the profile of State programs with ready information on program funding needs and achievements.

In immediate furtherance of this strategic focus area, ASTSWMO will undertake the seven near-term actions described below.

### **Human Resources**

**1.1 ACTION:** Develop training for new tank operators, training on RCRA Subtitle C (e.g., RCRA 101), and other key areas. Explore alternative ways of providing training such as web conferencing. New funding will be required to undertake this action.

**WHO:** Hazardous Waste Subcommittee Training Task Force; Solid Waste Subcommittee Training and Technology Transfer Task Force; Tanks Subcommittee

**WHEN:** Ongoing

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**1.2 ACTION:** Ensure that all Subcommittee and Task Force/Focus Group products include training and/or outreach components.

**WHO:** Program Steering Committee

**WHEN:** 6 Months for initial evaluation and report to Program Steering Committee

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**1.3 ACTION:** Build upon “Members in Action” to facilitate the leadership transition within the Association; recruit and increase the participation of the next generation of ASTSWMO members. Engage voting members’ participation.

**WHO:** Subcommittee Chairs and the ASTSWMO Board

**WHEN:** As outlined in “Members in Action,” by March 31 of each year and ongoing

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**1.4 ACTION:** Update the directory of program managers in each State.

**WHO:** Board Representatives for Each Region with ASTSWMO staff

**WHEN:** Initial draft within 6 months; updated annually

### **Financial Resources**

**1.5 ACTION:** Assess ASTSWMO’s funding sources, maintain existing funding, identify where new funding is needed, and identify potential sources of new funding. Includes considering new sources of funding, such as foundation funding, and discussing barriers to new funding sources. For example, identify a funding source for cross program activities and the continuation of Natural Resource Damage (NRD) activities.

**WHO:** ASTSWMO Staff with Subcommittee Chairs and Board

**WHEN:** Initial draft within 6 months; then ongoing

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**1.6 ACTION:** Evaluate whether a funding needs report (similar to the RCRA Core Report) would be helpful for each Subcommittee/program area. Where such reports are needed, develop them. New funding is required to undertake this action.

**WHO:** Subcommittee Chairs

**WHEN:** Within 1 year

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**1.7 ACTION:** Evaluate the impact that Resource Conservation Challenge (RCC) implementation has had on unfunded Core D programs. New funding will be required to undertake this action.

**WHO:** Hazardous Waste and Solid Waste Subcommittees

**WHEN:** Within 18 months

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***Strategic Focus Area #2—Communication and information management: integrate and modernize ASTSWMO’s communication and information management techniques.***

ASTSWMO must have both a clear communication plan and an up-to-date information management strategy to continue its reputation as a trusted source of relevant and timely information. This will involve attention to the types of information ASTSWMO must organize and distribute, the ways that information will be shared, and development of feedback loops to gauge whether information is serving member needs. Implementation of new technologies to facilitate information management and exchange will be critical to this strategic focus area. States are interested in more information being available in more ways and in the use of electronic tools, such as webinars and on-line training, to aid information distribution.

**Current Activities:** In the 2005 strategic plan, ASTSWMO focused on serving as a reliable, timely source of relevant information, and it continues to serve as a resource for information exchange. ASTSWMO explores ways of identifying what information is most important to States, how to use the website to provide quick access to expertise on emerging issues, and ways to archive information in a manner that is organized and searchable.

**Planned Activities:** The implementation of technology for improved communications and information archiving is a high priority for ASTSWMO. Improving feedback mechanisms and enhancing communications among members, Regional Board representatives, and the States are also top priorities.

In immediate furtherance of this strategic focus area, ASTSWMO will undertake the eight near-term actions described below.

**2.1 ACTION:** Develop an effective, modern communication, information management, and technology implementation strategy. This should emphasize rapid deployment of electronic tools to support ASTSWMO members, including a web-based collaboration product. It also should include effective communication of ASTSWMO members’ accomplishments and the benefits of ASTSWMO to a variety of audiences, particularly State members and policy makers.

**WHO:** Program and Information Exchange Subcommittee and ASTSWMO Staff in consultation with the ASTSWMO Board

**WHEN:** Within 1 year

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**2.2 ACTION:** Develop a process for collecting feedback from ASTSWMO members and other users about which ASTSWMO work products and ongoing tasks are most relevant and useful.

**WHO:** Program and Information Exchange Subcommittee and Communications Technology Task Force

**WHEN:** Initial process deployed within 1 year; updated thereafter

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**2.3 ACTION:** Develop a “State and Territorial Initiatives Showcase” to highlight and promote innovative, superior State programs. This should include recognition on the ASTSWMO website for each Subcommittee area and, potentially, awards. Funding will be required to enact this action.

**WHO:** Program and Information Exchange Subcommittee

**WHEN:** Within 1 year

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**2.4 ACTION:** Explore posting State vacancy announcements on or linking to them from the ASTSWMO website.

**WHO:** ASTSWMO Board and Staff

**WHEN:** Within 6 months

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**2.5 ACTION:** Facilitate an all hands meeting for all Subcommittee and Task Force members when funding is available.

**WHO:** Subcommittee Chairs with ASTSWMO staff

**WHEN:** Within 18 months

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**2.6 ACTION:** Evaluate whether ASTSWMO’s name is still appropriate given the amended mission and goals and, if a new name is desirable, explore impediments and barriers to a name change.

**WHO:** ASTSWMO Board, Subcommittee Chairs, and Staff

**WHEN:** Within 18 months

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**2.7 ACTION:** Ensure that the annual ASTSWMO president’s letter emphasizes the accomplishments of ASTSWMO members and the benefits of ASTSWMO membership.

**WHO:** ASTSWMO Staff and Association President

**WHEN:** Ongoing and continue annually

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**2.8 ACTION:** Optimize the web clearinghouse to provide a central location for the organization of and access to all final ASTSWMO documents and products (e.g., training materials, guidance documents, position papers, etc.). Explore developing a secure “members only area” on the website. This should include asking about the utility/desirability of a secure “members only” area in the next member survey.

**WHO:** Program Information Exchange Subcommittee

**WHEN:** Within 18 months

**Strategic Focus Area #3—Program integration and evolution: promote program integration and support core programs’ transitions to materials management.**

The 2005 strategic plan articulated ASTSWMO’s overarching desire to help State waste prevention, management, and cleanup programs operate in tandem with one another and with other environmental programs. The 2005 plan tasked each Subcommittee and Task Force/Focus Group with highlighting cross-program and cross-media issues and seeking opportunities to complement other programs and media areas. This emphasis continues and is expanding to include support of core programs’ transitions to materials management and a reassessment of whether the existing ASTSWMO Subcommittee and Task Force/Focus Group structure appropriately supports the Association’s program integration aspirations.

**Current Activities:** In the 2005 strategic plan, ASTSWMO focused on reviewing the Association’s organizational structure and identifying internal opportunities for cross-program coordination within the Subcommittee and Task Force/Focus Group structure. It continues to review and update the organizational structure and identify any areas where environmental programs might be working at cross-purposes. ASTSWMO currently meets with other executive environmental organizations to eliminate the 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.

**Planned Activities:** Over the next three to five years, ASTSWMO intends to expand cross-program efforts and continue to evaluate the Subcommittee and Task Force/Focus Group structure. It will work to identify, prioritize, and resolve key issues that emerge (e.g., regulatory barriers to recycling and reuse). As a high priority, ASTSWMO will focus efforts on supporting core programs and incorporating materials management while anticipating forthcoming challenges.

In immediate furtherance of this strategic focus area, ASTSWMO will undertake the three near-term actions described below.

**3.1 ACTION:** Evaluate ASTSWMO’s organizational structure to determine whether or not the current Subcommittee and Task Force/Focus Group structure appropriately supports the organization’s goals and meets its needs; refine the organizational structure as needed based on this evaluation.

**WHO:** Program Steering Committee in consultation with the ASTSWMO Board and staff

**WHEN:** Within 18 months; continue at least annually

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**3.2 ACTION:** Emphasize cross-program projects and improve the information sharing of program issues, in addition to ASTSWMO issues, among ASTSWMO members, Subcommittees and Task Forces/Focus Groups.

**WHO:** Program Steering Committee

**WHEN:** Immediately; ongoing

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**3.3 ACTION:** Improve the format and expand the content of semi-annual Subcommittee activity reports to members.

**WHO:** Subcommittee Chairs and ASTSWMO staff

**WHEN:** Immediately – get feedback on the new format at the next membership meeting and refine (if needed) at the next Subcommittee meetings and ongoing. Begin with October 2009 activity reports.

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***Strategic Focus Area #4—Partnerships: maintain and strengthen existing partnerships and forge new partnerships to support ASTSWMO's mission.***

As described in the 2005 strategic plan, States have many existing partners in waste prevention, management, and cleanup programs. Historically, ASTSWMO has focused on its relationship with EPA as a means to influence national waste policy. This relationship remains critical, as does cultivating the relationship so that EPA is more open to State input. Leadership will be important as States place more emphasis on developing independent agendas and policies. ASTSWMO is also interested in enhancing its existing relationships with other State organizations, particularly the National Governors Association (NGA) and the Environmental Council of the States (ECOS), by becoming more connected to the agendas of these organizations, seeking opportunities to collaborate, and encouraging them to rely on ASTSWMO's programmatic expertise and perspective. Additionally, new partnerships with other federal agencies, local governments, other environmental media associations, and with the private and non-profit sectors should be explored.

**Current Activities:** In its 2005 plan, ASTSWMO focused on strengthening existing partnerships, as well as exploring and forming new strategic partnerships. ASTSWMO continues to be interested in strategically reaching out to existing partners, such as EPA, NGA, ECOS, the Industrial Resources Council, the National Alliance for Model State Drug Laws, and others, and in identifying and reaching out to new partners.

**Planned Activities:** ASTSWMO wants to become a stronger advocate for States and communicate common issues, needs, and concerns to EPA, ECOS, the U.S. Congress, the U.S. Department of Defense (DoD), and others. It will work to enhance cooperative problem-solving and to facilitate adaptation to new priorities and policies. The Association will work to assist the State/EPA relationship in regards to State programs' implementation of new priorities. ASTSWMO also will work with other media associations such as the Association of State and Interstate Water Pollution Control Administrators (ASIWPCA), the National Association of Air Control Agencies (NAACA), and ECOS to further State interests.

In immediate furtherance of this strategic focus area, ASTSWMO will undertake the four near-term actions described below.

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**4.1 ACTION:** Establish and/or participate in meaningful forums to address new and revised policies developed by DoD and their components. These policy areas include but are not limited to the following: State implementation of the Defense and State Memorandum of Agreement (DSMOA) program and the investigation, identification, and remediation of munitions and explosives of concern.

**WHO:** Federal Facilities Research Subcommittee and Hazardous Waste Subcommittee

**WHEN:** Ongoing

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**4.2 ACTION:** Identify ways to better serve ECOS as a resource for policy and research on issues and projects. Identify and draft appropriate resolutions for consideration by ECOS.

**WHO:** ASTSWMO Board, Subcommittee Chairs, and ASTSWMO Staff

**WHEN:** Immediately

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**4.3 ACTION:** Catalogue ASTSWMO's current partners and meet with each to discuss opportunities to maintain and enhance the relationship. Conduct a gap analysis to identify and reach out to additional partners that may be needed to serve ASTSWMO's members and agenda.

**WHO:** ASTSWMO Staff in consultation with the Board

**WHEN:** Within 1 year

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**4.4 ACTION:** Meet with the new EPA administration; emphasize the experience and leadership States can provide on emerging issues, such as product policy and greener cleanups. Be a candid voice to introduce issues into the State/federal relationship, and continually work to enhance the State/federal partnership.

**WHO:** ASTSWMO Staff and the ASTSWMO Board

**WHEN:** Immediately

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***Strategic Focus Area #5—State-led policy development: assist States and Territories in communicating the wealth of their experience and developing independent agendas and positions, especially on emerging issues.***

ASTSWMO will support the States in identifying emerging issues and sharing information among States. This will include refining the process for developing shared policy statements and positions, as well as articulating the differences among shared State policy statements, positions taken by ASTSWMO, and individual State policies. It will include building the capacity to respond quickly to requests for information on States' experiences and policies.

**Current Activities:** In its 2005 Strategic plan, ASTSWMO focused on expanding its role as an initiator of discussion, strengthening its national policy voice, and supporting initiatives and innovations relative to

waste prevention, management, and cleanup. ASTSWMO is currently implementing strategic partnerships and effective communication with State programs and the public.

**Planned Activities:** ASTSWMO is interested in building on its policy development approach to better affect policies that address the needs and priorities of State programs, to provide timely policy statements that might influence those policies, and to develop guidance documents for State program implementation. ASTSWMO will identify specific State policy needs and develop policy position papers in a timely manner as changes occur. ASTSWMO will provide States with guidance on emerging issues or key topics (e.g., petroleum sites and vapor intrusion) and develop the necessary information to influence EPA's approach to important issues (e.g., coal ash).

In immediate furtherance of this strategic focus area, ASTSWMO will undertake the three near-term actions described below.

**5.1 ACTION:** Identify key emerging issues that would benefit from ASTSWMO policy statements and quickly develop such statements.

**WHO:** Subcommittee Chairs in consultation with the ASTSWMO Board

**WHEN:** At least annually

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**5.2 ACTION:** Identify key emerging areas where States are taking leadership roles (e.g., chemicals policy, product policy, greener cleanups) and quickly develop information on the range of State programs and program benefits.

**WHO:** Subcommittee Chairs in consultation with the ASTSWMO Board

**WHEN:** At least annually

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**5.3 ACTION:** Identify a process for developing ASTSWMO policies and a framework for articulating the relationship between ASTSWMO policies and individual State policies.

**WHO:** Program Steering Committee

**WHEN:** Within 6 months

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***Strategic Focus Area #6—Leadership in environmental sustainability: Promote States and Territories efforts to reduce greenhouse gas emissions, detoxify manufacturing and products, and transition to materials management.***

ASTSWMO will work with the States to support programs across the full range of environmental sustainability initiatives, including chemical management, product policy and detoxification, producing energy from waste, shifting to materials management, and greener cleanups. Understanding and articulating how waste prevention, management, and cleanup programs support greenhouse gas emissions reductions (i.e., carbon footprint reduction) likely will be particularly important in the near term. In many States, waste programs are already vital in State greenhouse gas emissions reduction strategies. Because of their programmatic perspective and experience, ASTSWMO members also can be

key participants in identifying and communicating any regulatory barriers to more environmentally sustainable practices.

**Current Activities:** In the 2005 strategic plan, ASTSWMO broadened its strategic focuses to include waste reduction and prevention, as well as management of wastes and the cleanup of improperly managed wastes. The Sustainability Subcommittee created four Task Forces for implementing sustainable projects: Green Chemistry, Greener Cleanups, Product Stewardship, and Greening State Government. The Task Forces have recruited and continue to recruit members and to identify priority projects. ASTSWMO continues to develop guidance for States on the incorporation of sustainability into waste and cleanup programs and to help States advance the product stewardship philosophy through training and information sharing, as well as by engaging private industry.

**Planned Activities:** ASTSWMO will explore opportunities for waste and cleanup programs to lead sustainability initiatives and identify regulatory barriers to sustainable policies. It will advance initiatives that focus on sustainable product policy, energy from waste, waste as a resource, and shifting to materials management. ASTSWMO will increase understanding of and communication about the connection between greenhouse gas emissions reductions and waste and cleanup program efforts.

In immediate furtherance of this strategic focus area, ASTSWMO will undertake the six near-term actions described below.

**6.1 ACTION:** Show linkage between waste and cleanup programs and climate change by demonstrating how sound waste prevention and management policies can reduce greenhouse gas emissions.

**WHO:** Sustainability Subcommittee

**WHEN:** Within 2 years

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**6.2 ACTION:** Develop information on State programs that create energy from waste and program successes, failures and challenges. New funding will be required.

**WHO:** Sustainability Subcommittee, Solid Waste Subcommittee and Hazardous Waste Subcommittee

**WHEN:** Within 2 years

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**6.3 ACTION:** Identify barriers to waste prevention and the use of materials as resources (e.g., barriers to reuse and recycling). Work with States, and federal partners to overcome these barriers.

**WHO:** Sustainability Subcommittee

**WHEN:** Within 1 year

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**6.4 ACTION:** Continue to further the concept of greener cleanups and work with EPA to orient federal cleanup programs to the State greener cleanup models.

**WHO:** Program Steering Committee and Senior Cleanup Council

**WHEN:** Ongoing

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**6.5 ACTION:** Identify and prioritize environmental issues raised by emerging contaminants and new technology (e.g., pharmaceuticals, nanotechnology, and perchlorate). Research and disseminate scientific information for regulating cleanup and waste management.

**WHO:** CERCLA and Brownfields Research Subcommittee, Federal Facilities Research Subcommittee, Hazardous Waste Subcommittee, Solid Waste Subcommittee, and Tanks Subcommittee

**WHEN:** Ongoing

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**6.6 ACTION:** Help States develop strong lifecycle assessment, product stewardship, and chemical management programs through education, funding, and examples. Continue to develop and finalize tools that give States the confidence to make safe long-term decisions regarding the reuse of materials. This action will require new funding.

**WHO:** Sustainability Subcommittee

**WHEN:** Within 2 years

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## V. Carrying out the Strategic Plan

ASTSWMO is committed to carrying out the mission, strategic directions, and actions identified in its 2009 strategic plan. As in previous strategic plans, ASTSWMO will track its progress by reporting on the key focus areas at quarterly Board meetings and through periodic updates to the membership. ASTSWMO will review all current and planned work products and activities to ensure that the vision in this plan is achieved through its work.

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

## Appendix A. PLAN DEVELOPMENT

The members of ASTSWMO offer their thanks to the following people who participated in the development of the *2009 Strategic Plan*:

### Strategic Plan Work Group

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Cheryl Coleman (SC)  
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Peggy Harris (CA)  
Leanne Tippet Mosby (MO)  
Michael Savage (OH)  
Clarence Smith (IL)

### Board of Directors – Officers

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#### **President**

Peggy Harris (CA)

#### **Vice President**

Gary Baughman (CO)

#### **Past President**

Michael Savage (OH)

#### **Secretary/Treasurer**

Cheryl Coleman (SC)

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#### **Hazardous Waste**

Stephen Cobb (AL), *Chair*

#### **Solid Waste**

Brian Tormey (IA), *Chair*

#### **CERCLA and Brownfields**

Kenneth Kloo (NJ), *Chair*

#### **Program and Information Exchange**

Cheryl Coleman (SC), *Chair*

#### **Federal Facilities**

Clarence Smith (IL), *Chair*

#### **Tanks**

Richard Swanson (GA), *Chair*

#### **Sustainability**

Jennifer Kaduck (GA), *Chair*

### Board Members – Regional Representatives

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**Region 1:** Jay Naparstek (MA)

**Region 2:** Paul Counterman (NY)

**Region 3:** Nancy Marker (DE)

**Region 4:** Garey Mabry (TN)

**Region 5:** Mark Giesfeldt (WI)

**Region 6:** Ryan Benefield (AR)

**Region 7:** Leanne Tippet Mosby (MO)

**Region 8:** Ed Thamke (MT)

**Region 9:** Mark de Bie (CA)

**Region 10:** Jennifer Roberts (AK)

### ASTSWMO Staff

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#### **Office Administration**

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# Appendix B. SUMMARY & CONSOLIDATED ACTION PLAN

## ASTSWMO 2009 STRATEGIC PLAN

### ASTSWMO'S MISSION

*To enhance and promote effective State and Territorial programs for waste and materials management, to encourage environmentally sustainable practices, and to affect relevant national waste and materials management policies.*

### STRATEGIC DIRECTIONS

1. Protection of human health and the environment for current and future generations.
2. Trusted source of timely, relevant information.
3. Leadership on emerging issues.
4. Collaboration and dialogue.
5. Responsiveness to member needs.

### KEY FOCUS AREAS

1. *Resources* - Help facilitate wise investment in human resources and careful management of financial resources, which are critical to maintaining ASTSWMO members' programs.
2. *Communication and information management* - Integrate and modernize ASTSWMO's communication and information management techniques.
3. *Program Integration and Evolution* - Promote program integration and support core programs' transitions to materials management.
4. *Partnerships* - Maintain and strengthen existing partnerships and forge new partnerships to support ASTSWMO's mission.
5. *State-led Policy Development* - Assist States and Territories in communicating the wealth of their experience and developing independent agendas and positions, especially on emerging issues.
6. *Leadership in Environmental Sustainability* - Promote States and Territories efforts to reduce greenhouse gas emissions, detoxify manufacturing and products, and transition to materials management.

ACTION	WHO	WHEN
<b>Focus Area: Resources - Human</b>		
1.1 Develop training for new tank operators, training on RCRA Subtitle C (e.g., RCRA 101), and other key areas. Explore alternative ways of providing training such as web conferencing. New funding will be required to undertake this action.	Hazardous Waste Subcommittee Training Task Force; Solid Waste Subcommittee Training and Technology Transfer Task Force; Tanks Subcommittee	Ongoing
1.2 Ensure that all Subcommittee and Task Force/Focus Group products include training and/or	Program Steering Committee	6 Months for initial evaluation and report

ACTION	WHO	WHEN
outreach components.		to Program Steering Committee
1.3 Build upon “Members in Action” to facilitate the leadership transition within the Association; recruit and increase the participation of the next generation of ASTSWMO members. Engage voting members’ participation.	Subcommittee Chairs with the ASTSWMO Board	As outlined in “Members in Action,” by March 31 of each year & ongoing
1.4 Update the directory of program managers in each State.	Board Representatives for Each Region with ASTSWMO staff	Initial draft within 6 months; updated quarterly
<b>Focus Area: Resources - Financial</b>		
1.5 Assess ASTSWMO’s funding sources, maintain existing funding, identify where new funding is needed, and identify potential sources of new funding. Includes considering new sources of funding such as foundation funding and discussion of barriers to new funding sources. For example, identify a funding source for the continuation of Natural Resource Damage (NRD) focus group activities.	ASTSWMO Staff with Subcommittee Chairs and Board	Initial draft within 6 months; then ongoing
1.6 Evaluate whether a funding needs report (similar to the RCRA Core Report) would be helpful for each Subcommittee/program area. Where such reports are needed, develop them. New funding will be required to undertake this action.	Subcommittee Chairs	Within 1 year
1.7 Evaluate the impact that Resource Conservation Challenge (RCC) implementation has had on unfunded Core D programs. It will require new funding to undertake action.	Hazardous Waste and Solid Waste Subcommittees	Within 18 months
<b>Focus Area: Communication and Information Management</b>		
2.1 Develop an effective, modern communication, information management, and technology implementation strategy. This should emphasize rapid deployment of electronic tools to support ASTSWMO members, including web-based collaboration product. It also should include effective communication of ASTSWMO members’ accomplishments and the benefits of ASTSWMO to a variety of audiences, particularly State members and policy makers.	Program and Information Exchange Subcommittee and ASTSWMO Staff in consultation with the ASTSWMO Board	Within 1 year
2.2 Develop a process for collecting feedback from ASTSWMO members and other users about which ASTSWMO work products and ongoing tasks are most relevant and useful.	Program and Information Exchange Subcommittee and Electronic Communication Task Force	Initial process deployed within 1 year; updated thereafter

ACTION	WHO	WHEN
2.3 Develop a “State and Territorial Initiatives Showcase” to highlight and promote innovative, superior State programs. This should include recognition on the ASTSWMO website for each Subcommittee area and, potentially, awards. Funding will be required to enact this action.	Program and Information Exchange Subcommittee	Within 1 year
2.4 Explore posting State vacancy announcements on or linking to them from the ASTSWMO website.	ASTSWMO Board with ASTSWMO Staff	Within 6 months
2.5 Facilitate an all hands meeting for all Subcommittee and Task Force members when funding is available.	Subcommittee Chairs with ASTSWMO Staff	Within 18 months
2.6 Evaluate whether ASTSWMO’s name is still appropriate given the amended mission and goals and, if a new name is desirable, explore impediments and barriers to a name change.	ASTSWMO Board, Subcommittee Chairs, and Staff	Within 18 months
2.7 Ensure that the annual ASTSWMO President’s letter emphasizes the accomplishments of ASTSWMO members and the benefits of ASTSWMO membership.	ASTSWMO Staff and Association President	Ongoing and continue annually
2.8 Optimize the web clearinghouse to provide a central location for the organization of and access to all final ASTSWMO documents and products (e.g., training materials, guidance documents, position papers, etc.). Explore developing a secure “members only area” on the website. This should include asking about the utility/desirability of a secure a members only area in the next member survey.	Program Information Exchange Subcommittee	Within 18 months
<b>Focus Area: Program Integration and Evolution</b>		
3.1 Evaluate ASTSWMO’s organizational structure to determine whether or not the current Subcommittee and Task Force/Focus Group structure appropriately supports the organization’s goals and meets its needs; refine the organizational structure as needed based on this evaluation.	Program Steering Committee in consultation with the ASTSWMO Board and staff	Within 18 months; continue at least annually
3.2 Emphasize cross-program projects and improve the information sharing of program issues, in addition to ASTSWMO issues, among ASTSWMO members, Subcommittees and Task Forces/Focus Groups.	Program Steering Committee	Immediately; ongoing
3.3 Improve the format and expand the content of semi-annual Subcommittee activity reports to members.	Subcommittee Chairs	Immediately - get feedback on the new format at the next membership meeting and refine (if needed) at the next

ACTION	WHO	WHEN
		Subcommittee meetings and ongoing. Begin with October 2009 Activity Reports.
<b>Focus Area: Partnerships</b>		
4.1 Establish and/or participate in meaningful forums to address new and revised policies developed by the DoD and their components. These policy areas include, but are not limited to: State implementation of the Defense and State Memorandum of Agreement (DSMOA) program and the investigation, identification, and remediation of munitions and explosives of concern.	Federal Facilities Research Subcommittee and Hazardous Waste Subcommittee	Ongoing
4.2 Identify ways to better serve ECOS as a resource for policy and research on issues and projects. Identify and draft appropriate resolutions for consideration by ECOS.	ASTSWMO Board, Subcommittee Chairs, and ASTSWMO Staff	Immediately
4.3 Catalogue ASTSWMO's current partners and meet with each to discuss opportunities to maintain and enhance the relationship. Conduct a gap analysis to identify and reach other to additional partners that may be needed to serve ASTSWMO's members and agenda.	ASTSWMO Staff in consultation with the Board	Within 1 year
4.4 Meet with the new EPA administration; emphasize the experience and leadership States can provide on emerging issues, such as product policy and greener cleanups. Be a candid voice to introduce issues into the State/federal relationship, and continually work to enhance the State/federal partnership.	ASTSWMO Staff and the ASTSWMO Board	Immediately
<b>Focus Area: State-led Policy Development</b>		
5.1 Identify key emerging issues that would benefit from ASTSWMO policy statements and quickly develop such statements.	Subcommittee Chairs in consultation with the ASTSWMO Board	At least annually
5.2 Identify key emerging areas where States are taking leadership roles (e.g., chemicals policy, product policy, greener cleanups) and quickly develop information on the range of State programs and program benefits.	Subcommittee Chairs in consultation with the ASTSWMO Board	At least annually
5.3 Identify a process for developing ASTSWMO policies and a framework for articulating the relationship between ASTSWMO policies and	Program Steering Committee	Within 6 months

ACTION	WHO	WHEN
individual State policies.		
<b>Focus Area: Leadership in Environmental Sustainability</b>		
6.1 Show linkage between waste and cleanup programs and climate change by demonstrating how sound waste prevention and management policies can reduce greenhouse gas emissions.	Sustainability Subcommittee	Within 2 years
6.2 Develop information on State programs that create energy from waste, program successes, failures and challenges. Will require new funding.	Sustainability Subcommittee, Solid Waste Subcommittee, and Hazardous Waste Subcommittee	Within 2 years
6.3 Identify barriers to waste prevention and the use of materials as resources (e.g., barriers to reuse and recycling). Work with States and federal partners to overcome these barriers.	Sustainability Subcommittee	Within 1 year
6.4 Continue to further the concept of greener cleanups and work with EPA to orient federal cleanup programs to the State greener cleanup models.	Program Steering Committee and Senior Cleanup Council	Ongoing
6.5 Identify and prioritize environmental issues raised by emerging contaminants and new technology (e.g., pharmaceuticals, nanotech, and perchlorate). Research and disseminate scientific information for regulating cleanup and waste management.	CERCLA and Brownfields Research Subcommittee, Federal Facilities Research Subcommittee, Hazardous Waste Subcommittee, Solid Waste Subcommittee, and Tanks Subcommittee	Ongoing
6.6 Help States develop strong lifecycle assessment, product stewardship, and chemical management programs through education, funding, and examples. Continue to develop and finalize tools that give States the confidence to make safe long-term decisions regarding the re-use of materials. This action will require new funding.	Sustainability Subcommittee	Within 2 years

## Appendix C. ASTSWMO STRATEGIC PLAN SURVEY ANALYSIS

In preparation for the 2009 strategic planning retreat, the ASTSWMO Board of Directors asked the Strategic Planning Work Group to survey ASTSWMO members. This analysis outlines some cross-cutting themes that emerged from the survey and provides a high level overview of the survey results.

### Survey Themes

Several cross-cutting themes emerged from the survey as potential strategies for 2009, including the following:

- 1. Use and Development of Electronic Tools:** Electronic tools for providing information to members and others included the use and development of forums, e-newsletters, website information, on-line meetings and conferences, web-based training, and other activities. Electronic tools were suggested as a technique for fulfilling ASTSWMO's mission, as useful resources and services, and as a key to advancing strategic plan focus areas one and two (see below). Travel restrictions and time constraints were identified by respondents as limitations to attending ASTSWMO events. On-line meetings and conferences, and web-based training would help to address those limitations.
- 2. Sustainability Practices:** Sustainability practices emerged as an important theme in the survey. Respondents suggested expanding ASTSWMO's mission beyond the waste management focus to include sustainability, green chemistry, product stewardship, materials management, prevention, and other related topics. Respondents commented on the need to provide information and training on climate change issues, new technologies, such as vapor intrusion, and "new" or growing contaminants. Sustainability practices were suggested as tools for fulfilling the mission, providing relevant resources and services, and addressing focus area three (below). Long-term sustainability of cleanup sites, energy capture and reuse, and greenhouse gas emission reduction possibilities were selected as potential strategic directions for 2009. Some respondents remarked on the need to define sustainability more clearly in ASTSWMO strategic planning.
- 3. Expansion of Networking Opportunities:** Respondents suggested improving State-to-State and member-to-member information sharing and strengthening partnerships with federal agencies, ECOS, NGA, and Technology Regulatory Council, and other entities. The expansion of networking opportunities was identified as a method for fulfilling the mission, providing a preferred resource and service, and as a tool for addressing strategic plan focus areas two, four, and six (below).
- 4. Funding Issues:** Funding, budget management, and/or a declining economy emerged in the survey as issues that States and Territories will be addressing in 2009. Respondents commented on activities related to providing additional resources and funding, as well as those that provide improved efficiency and cost savings. Funding issues were suggested as topics for ASTSWMO events, as tools for addressing strategic plan focus areas 1 and 4, and as a potential strategic direction for 2009.

# Survey Results

## Part I. Who Filled Out the Survey?

Approximately 196 people responded to the survey overall, but not all respondents answered every question. Respondents represent a range of EPA regions, have a variety of experiences serving on ASTSWMO Subcommittees and Task Forces, and work in a variety of program areas. Most are not the voting members of their State or Territory.

- The highest number of survey respondents are from Region 5 (with 36 responses), Region 3 (30 responses), and Region 4 (23 responses).
- The lowest number of respondents are from Region 9 (9 responses), Region 2 (11 responses), and Region 6 (12 responses).
- 168 (88.9% of the respondents in Part I) are not the voting members of their States or Territories. Only 21 respondents are voting members.
- 107 (88.4%) responded that they have served or currently serve on a Task Force or Focus Group. Thirty-five (28.9%) responded that they have served or currently serve as a Task Force or Focus Group chair.
- Sixteen (13.2%) have served or currently serve as a member of the Board of Directors, 12 (9.9%) as a Subcommittee Chair, and 9 (7.4%) as an Association officer.
- The highest number of respondents are working primarily in RCRA C Hazardous Waste Program areas (67 respondents), RCRA I Tanks Programs (60 respondents), and State Cleanup Programs (58 respondents).

## Part II. ASTSWMO Mission and Goals

The responses indicate that most of the participants find the mission statement appropriate and that several techniques stand out as the most effective ways to achieve ASTSWMO's mission. Comments were provided regarding possible techniques to add and ways to improve ASTSWMO's fulfillment of the mission statement.

- 155 (89.6%) responded that the mission statement is appropriate. Eighteen responded that the mission statement is not appropriate.
- At least 11 respondents commented that ASTSWMO should expand its mission beyond the waste management focus to include topics such as sustainability, green chemistry, product stewardship, materials management, prevention, and others.
- 140 respondents selected "Subcommittees and Task Forces" as the technique they found most effective in helping ASTSWMO achieve its mission. 140 respondents chose "Reviewing/providing coordinated comments on EPA documents" as the most effective technique for achieving the mission, and 135 selected "Participating on EPA workgroups and committees."

- At least 11 respondents made comments regarding adding networking opportunities to ASTSWMO's list of techniques for achieving the mission. Networking suggestions included opportunities for coordination with federal agencies, State agencies, the Interstate Technology and Regulatory Council, other ASTSWMO members, and the Board.
- When asked for suggestions on how ASTSWMO fulfills its mission, at least 6 respondents commented on improving coordination with each State or region. They suggested developing partnerships, enhancing communication, providing research and training, and/or other approaches to coordination. Several comments suggested strengthening relationships with federal agencies, NGA, ECOS, and others.

### Part III. ASTSWMO Resources and Services

Respondents show a preference for certain resources and services. In addition, respondents provided comments on improvements that can be made and other technologies/trends to consider, as well as information on the technology they use currently.

- 147 respondents (85.5%) indicated that they have attended ASTSWMO meetings. The highest number of respondents attended ASTSWMO symposiums or conferences (102 responses), Focus Group or Task Force meetings (99 respondents), Annual Meetings (98), and Mid-Year Meetings (93).
- The resources currently used most by respondents are the symposiums or conferences (113 responses) and the website (111 responses). At least 11 respondents commented that they are using e-mails, e-mail blasts, or e-mail lists.
- At least 8 respondents made suggestions for improving the website. The suggestions included continuing to expand the information on the site, providing on-line directories and web-based conferencing, posting conference/symposium proceedings, and other improvements.
- If made available to members, the ASTSWMO e-newsletter would be used most often by the respondents (132 "yes" responses to using most often, 28 "maybe", and 3 "no" responses), followed by the ASTSWMO electronic mailing list (106 "yes", 47 "maybe" and 6 "no" responses), and the web conference training (106 "yes", 45 "maybe", and 2 "no").
- If made available, podcasts were given the highest number of "no" responses in the survey (33 out of 125 responses), indicating that these participants would not use them as much as the other resources/technologies. Thirty-seven participants, however, answered "yes" and 55 answered "maybe" to using Podcasts, indicating some interest by others.
- At least 6 respondents commented that ASTSWMO should consider using video conferencing or web broadcasts.
- Most respondents (129) identified Internet Explorer 7 or 8 as their web browser. A total of 135 respondents (81.3%) have a flash player installed on their computer browsers. Twenty respondents did not know whether a flash player was installed on their computers, and 11 did not have a flash player installed.
- Respondents indicated that the greatest limitation to attending ASTSWMO events is State/Territory travel restrictions (102 responses). Other limitations include restrictions on the number of State/Territory participants (82 respondents) and funding limitations (78 respondents).

At least five respondents attributed personal time restraints or being “too busy” as a limitation to attending ASTSWMO events.

- When asked what topics ASTSWMO should discuss at meetings or symposiums, at least 10 respondents suggested climate change and sustainability issues, at least 6 respondents suggested vapor intrusion, and several respondents suggested product stewardship. Several respondents would like to cover the relevant federal policies of the new administration during meetings or symposiums.
- With regard to how well ASTSWMO serves the needs of the States or Territories, 80 respondents (48.8%) feel that the Association provides a good level of service and 59 (36%) feel that it provides a very good level of service. At least 5 respondents commented that by strengthening coordination and communication with the States, ASTSWMO would improve its level of service.
- Presentations (93 responses) and symposium or conference proceedings were identified as the most helpful products over the past year by respondents (80 responses). Position papers (71 responses), survey reports (70 responses), and fact sheets (62 responses) were also considered most helpful over the past year. At least 5 respondents identified e-mail in a variety of forms as another helpful product.

## Part IV. Strategic Planning

There were 119 comments regarding emerging issues that respondents are confronting in the States or Territories. Participants responded favorably to the appropriateness of all six 2005 Strategic Plan Focus Areas for the 2009 Strategic Plan. Key Focus Area #2 received the strongest support as the right focus for the 2009 Strategic Plan.

The survey asked whether the 2005 Strategic Plan key focus areas are still the right ones for the 2009 ASTSWMO Strategic Plan. The respondents provided the following information.

- **Key Focus 1 – Resources: Ensure effective use of all available resources and plan appropriately for fewer resources**
  - 111 of 142 respondents answered “yes”, that Key Focus Area #1 is appropriate for the 2009 Strategic Plan.
  - At least 7 respondents suggested activities related to addressing the need for additional resources and funding. At least 7 responses mentioned focusing on improved efficiency and cost savings.
  - At least 6 respondents suggested activities that focus on using new technologies and providing training or technical assistance. Several respondents suggested providing information electronically, through the use of e-mail forums, on-line meetings, and the website.
- **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**
  - 128 of 145 respondents answered “yes”, that Key Focus Area #2 is appropriate for the 2009 Strategic Plan.
  - At least 22 respondents suggested expanding the use of web-based technology for the purpose of sharing information, through e-mail forums, listservs, the website, e-newsletters, web-based training, and other activities.

- At least 10 responses involved activities related to sharing information between States through case studies and forums on specific topics.
- **Key Focus 3 – Environmental Sustainability: Demonstrate leadership in identifying and developing the role of traditional waste programs in an environmentally sustainable world**
  - 103 of 145 respondents answered “yes”, that Key Focus Area #3 is appropriate for the 2009 Strategic Plan.
  - At least five respondents suggest continuing to support the work of the Sustainability Subcommittee. At least five respondents mentioned the need to develop implementation options for waste management programs. Several suggested assisting States with implementation activities.
  - At least five respondents suggested specific sustainable activities to focus on, including green waste methods and remediation, beneficial use/reuse, green products, waste to energy technologies, biofuels, the use of brownfields, and building/construction strategies.
  - Several remarked on the need to define “sustainability” more clearly.
- **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**
  - 106 of 144 respondents answered “yes”, that Key Focus Area #4 is appropriate for the 2009 Strategic Plan.
  - Several respondents suggested that ASTSWMO continue the “One Clean-up Program” approach, and several suggested it continue with the Council on State Management of Corrective Action.
  - At least four responses focused on the need to coordinate with States, and a couple mentioned the difficulty of that task. Several suggested that ASTSWMO highlight the successes and innovations of specific States’ programs.
- **Key Focus 5 – Program Performance Measures: Communicate effectively on the value of waste programs in an era of program performance measurement**
  - 87 of 144 respondents answered “yes”, that Key Focus Area #5 is appropriate for the 2009 Strategic Plan.
  - At least 12 respondents suggested that ASTSWMO should continue to focus on “meaningful” performance measures for quality improvement. At least 9 respondents suggested focusing on providing States with assistance on performance measures.
  - At least 6 respondents commented that there is too much focus on performance measures and/or that performance measures do not always measure the right thing.
- **Key Focus 6 – Partnerships: Maintain or enhance existing partnerships and strategically explore new partnerships**
  - 112 of 142 respondents answered “yes”, that Key Focus Area #6 is appropriate for the 2009 Strategic Plan.
  - At least six respondents suggested that ASTSWMO focus on partnerships with State and federal agencies. Several respondents mentioned enhancing partnerships with ECOS, ITRC, municipal governments, media organizations, and others.

- Several suggested that ASTSWMO focus on substantive, rather than “feel good” partnerships.
- Based on the rating average of the responses received, the Key Focus Areas would rank in order of importance as follows:
  - I. Focus Area 2: Information Sharing (out of 117 responses)
  - II. Focus Area 1: Resources (out of 113 responses)
  - III. Focus Area 4: Program Integration and Efficiencies (out of 121 responses)
  - IV. Focus Area 3: Environmental Sustainability (out of 114 responses)
  - V. Focus Area 6: Partnerships (out of 129 responses)
  - VI. Focus Area 5: Program Performance Measures (out of 117 responses)
- At least 35 respondents commented that the emerging issues their States or Territories are confronting include funding, budget management, and/or a declining economy. At least 14 mentioned climate change issues and at least 10 mentioned vapor intrusion as an emerging issue. Several respondents commented that “new” or growing contaminants, as well as the redefinition of solid waste, are emerging issues to consider.
- When asked what strategic direction, if any, ASTSWMO should take, 94 respondents selected “Long-term sustainability of clean-up sites,” and 71 respondents selected each “Energy capture and re-use” and “Greenhouse gas emission reduction possibilities.”
- Several respondents commented that the strategic direction should focus on a reduction of carbon footprint and greenhouse gas emissions, and/or climate change issues. A few respondents mentioned product stewardship and addressing financial issues as “other” strategic directions for ASTSWMO in 2009.

## Conclusion & Implications

Although the survey provided a range of responses on a variety of topics for consideration, the use and development of electronic tools, networking opportunities, sustainability practices, and the focus on funding issues stood out as priority themes for ASTSWMO. There were 196 survey respondents from each of 10 regions, providing a robust set of data for analysis. The survey results provide a useful overview of members’ views on strategic planning and the organization's agenda for 2009.

The survey results point to a number of questions the Board might consider during their strategic planning retreat, including:

- In a time of shrinking State budgets, what is the proper balance between support for/focus on “core programs” and support for/focus on chemical and toxics reduction and sustainability programs?
- What is the right role for ASTSWMO as more States begin to make connections between waste prevention and recycling and reductions in GHG emissions?

- As ASTSWMO continues to mature as an organization, are there issues where the organization wants to develop more of an independent State agenda; what is ASTSWMO's role as a policy leader/policy maker?
- How can ASTSWMO further leverage electronic tools and opportunities to continue to improve service to members? What new/expanded services might electronic tools allow ASTSWMO to provide?