

**ASTSWMO 2005 Strategic Plan Status Update
October 10, 2008**

Key Focus	Action	Who	What	When
<p>Key Focus 1—Resources: Ensure effective use of all available resources and plan appropriately for fewer resources</p>	<p>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.</p>	<p>Hazardous Waste Subcommittee</p>	<p>State RCRA Subtitle C Core Hazardous Waste Management Program Implementation Costs - Final Report</p> <p>As follow-on activities to the Core Report, the HW Subcommittee is developing (1) a white paper on Programmatic Pricing Factors to assist states in the workload development and grant negotiation process; (2) a white paper in collaboration with OSW regarding the actual distribution (vs. projected needs) of state and federal programmatic resources based on FY2006 data; and (3) a report for state managers regarding state environmental salaries based on FY2006 data.</p>	<p>January 2007</p> <p>Target - January 2009</p>
		<p>Tanks Subcommittee</p>	<p>State UST Program Implementation Costs, existing and new.</p> <p>Begin defining initial parameters of State UST program study for evaluating implementation costs to respective states' UST program for implementation of existing federal program requirements and additional costs to state programs for implementation of additional U S Energy Policy Act requirements.</p>	<p>2008 - 2009</p>
	<p>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?</p>	<p>PIE</p>	<p>A disinvestment survey was distributed to the membership.</p> <p>ASTSWMO President Mike Savage presented the survey results to the membership at the 2007 Annual Meeting. The results will be posted on the ASTSWMO website.</p>	<p>2006</p> <p>October 2007</p>

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	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.	PIE	A leadership survey was distributed to the membership. ASTSWMO President Mike Savage presented the survey results to the membership at the 2007 Annual Meeting. The results will be posted on the ASTSWMO website.	2006 October 2007
Key Focus 2—Information Sharing: Serve as a reliable, timely source of	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	PIE and ASTSWMO staff	ECTF served in an advisory capacity, providing suggestions and input for the contractor through staff.	2005-2007

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<p><i>relevant information that improves ASTSWMO's ability to accomplish its mission and further its strategic directions.</i></p>	<p>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.</p>	<p>Solid Waste Subcommittee</p>	<p>The 2007 ASTSWMO State Solid Waste Managers Conference was held on August 13-15, 2007 in Portland, Oregon. The Conference drew approximately 150 participants, 46 States were represented (with several Oregon DEQ staff attending). Also attending were EPA Headquarters staff and staff from all 10 EPA Regions. The Program promoted information sharing and partnerships.</p> <p>The Conference included State/EPA Region roundtables where States and Regional staff met to discuss regional issues. The Conference also included a half day training session on risk communication.</p>	<p>August 2007</p>
			<p>Presentations from the Conference are posted on the web site.</p>	
			<p>The Beneficial Use Task Force conducted a survey of State non-hazardous beneficial use programs and processes. 40 States responded to the survey. The survey report has been completed and posted on the ASTSWMO web page.</p>	<p>November 2007</p>
<p>The Fossil Fuel Combustion Wastes Work Group provided comments to EPA regarding the Federal Register Notice of Data Availability (NODA) on the Disposal of Coal Combustion Wastes in Landfills and Surface Impoundments.</p>	<p>February 2008</p>			

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		PIE	<p>The theme of the October 2005 ASTSWMO Annual meeting was "Transitioning People and Programs - Planning for the Future Today" The plenary sessions included a panel of state leaders who shared leadership preparation as well as skills and knowledge transfer strategies and/or programs implemented in their respective states. The Board agreed to allow for at least one general membership meeting (Mid-year or Annual) to be dedicated to training.</p> <p>Presentations from Membership Meetings are posted on the website.</p>	<p>Ongoing</p> <p>Ongoing</p>
		Federal Facilities Subcommittee	<p>The Federal Facilities Policy & Technology planned and hosted a highly successful Federal Facilities Managers Symposium on March 12-13, 2008 in San Diego, CA. The theme of the symposium was "Going Green: Balancing Sustainability Concepts with Remediation Goals" and sessions focused on innovative cleanups, sustainability and green remediation at federal facilities. Over 110 participants from the States, Territories, EPA and DOD attended the two-day symposium. The presentations are posted on the website.</p>	March 2008
		Sustainability Subcommittee	<p>Created a Greener Cleanups Information Resources page on the ASTSWMO website.</p>	July 2008

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			The Greening State Government Task Force prepared a survey to obtain information about greening State government activities.	Summer – October 2008
		CERCLA & Brownfields Subcommittee	<p>The Remediation & Reuse Symposium was held on December 11-12, 2007 in Charleston, SC. 103 people attended the Symposium representing 33 States and 2 Territories (GU and VI), EPA Headquarters and EPA Regions 2 through 9, private consulting firms, local government agencies, non-profit organizations, DOE and DOD.</p> <p>The primary objectives of the Symposium were: to provide a forum for presentation of the projects conducted by the ASTSWMO SRBPO Task Force and Site Assessment Work Group, to discuss with State attendees the Association’s plans for current and future projects on issues of concern to State response programs, to highlight and share State response program innovations and success stories, and to train State regulatory staff on new policies and developments which affect State response programs in their implementation of the Brownfields law. The Symposium agenda featured topics on innovative funding initiatives, State site assessment, long-term stewardship, public outreach, and sustainability/smart growth, as well as EPA training on new and innovative remediation technologies/strategies and the half-day, executive level training course titled, “Real Estate for Regulators.”</p> <p>The Symposium agenda and presentations are available on</p>	December 2007

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			<p>the ASTSWMO website.</p> <p>The State Superfund Managers Symposium was held on July 29-31, 2008 in Scottsdale, AZ. 127 people attended the Symposium representing 36 states, US EPA Headquarters and EPA Regions 3, 4, 6, 8 and 9, DOD, DOE, several consulting firms, and local governments. The theme of this year's meeting was "Leaner and Greener". State and EPA research was highlighted in each of the following technical areas: in-situ remediation technologies, sediments, cleanup of widespread anthropogenic and naturally occurring contaminants, vapor intrusion, area-wide and watershed cleanup approaches, institutional controls, green and sustainable cleanups, and long-term O&M. In addition, the agenda featured sessions on State program innovations and successes, including State One-Cleanup programs, State emergency response programs, and State dry cleaner programs. A half-day training session was offered on risk communication and public involvement. Other highlights of the meeting included lunchtime presentations on incorporating sustainability into remedial decisions and EPA's Special Teams. Presentations delivered at the Symposium are available on the ASTSWMO website at: http://astswmo.org/meetings_pastmeetings-2008ssms.html.</p>	<p>July 2008</p>

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		Tanks Subcommittee	<p>The 2007 ASTSWMO State-EPA Energy Policy Act Implementation Meeting II was held on November 27 - 28, 2007 in Arlington, VA. The meeting drew approximately 100 participants, with more than 45 State UST compliance officials and 25 EPA -OUST, OECA and OGC managers in attendance. Presentations were made on the latest efforts and methods for meeting the Inspection and Operator Training mandates. Sessions included: an overview of grant guidelines, private and contract operator training options, internet-based operator training/re-training options, methods for demonstration of competency and testing for operator training, non-State conducted inspection methods, fine-tuning of State inspections and Alternative Fuel issues.</p> <p>Presentations from the Energy Policy Act Implementation Meeting II are posted on the ASTSWMO web site.</p> <p>The 17th Annual State Fund Administrators Meeting was held on June 8-11, 2008 in Charleston, SC. The meeting drew approximately 150 participants. Presentations were made on the role of State Funds as a Financial Responsibility mechanism. Sessions included: EPA Energy Act Update, EPA Fund Soundness Update, 3rd Party Liability, Successful Cleanups, Backlog, Funds Management and Operator Training, State Fund Costs of EDB and Other Additives, Unique Situations that Affect State Fund Payments, Green Remediation, Private Funding for Clean-ups vs. Public Funding for Clean-ups, Audits, Actuarial, and Risk: Three Auditing Tools to Help Manage Your Fund, and Legal Updates. Presentations from the State</p>	<p>November 2007</p> <p>June 2008</p>

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			<p>Fund Administrators are posted on the ASTSWMO website.</p> <p>ASTSWMO Staff put together a compendium of all of the responses to information requests received from the States. The compendium was then sent to all the 50 States and Territories as well as EPA OUST for their use.</p>	<p>June 2008</p>
	<p>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.</p>	<p>PIE, Board and staff</p>	<p>ECTF served in an advisory capacity, providing suggestions and input for the contractor through staff.</p> <p>Staff developed the capability of updating the website in-house.</p>	<p>2005-2007</p> <p>2007</p>

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	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.	President & ASTSWMO Staff	President drafted an annual letter to the ASTSWMO membership which was distributed by staff.	January 2008
Key Focus 3—Environmental Sustainability: Demonstrate leadership in identifying and developing the role of traditional waste programs in an environmentally sustainable world.	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: 1) design, 2) product stewardship, 3) Other pollution	Sustainability Subcommittee	Sustainability Subcommittee created with 4 task forces: Green Chemistry; Greener Cleanups; Product Stewardship; and Greening State Government. The Task Forces have recruited, and continue to recruit, members, and have identified projects for the coming year. The Subcommittee Chair made a presentation about the Subcommittee at the ASTSWMO Federal Facilities Managers Symposium. The theme of the symposium was "Going Green: Balancing Sustainability Concepts with Remediation Goals". The Subcommittee Chair made a presentation about the Subcommittee to EPA Headquarters and Regional RCRA program directors.	Fall 2007 – Current March 2008 September 2008

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		Subcommittee	State Response and Brownfields Program Operations (SRBPO) Task Force contributed to the comments that are contained in the letter. The comment letter was sent on July 29, 2008 to Adam Klinger Acting Director, Implementation Division by Richard Swanson, Tanks Subcommittee Chair. EPA OUST Director Cliff Rothenstein and EPA Office of Brownfields and Land Revitalization Director David Lloyd were copied as well.	
Key Focus 5—Program Performance Measures: Communicate effectively on the value of waste programs in an era of program performance measurement.	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.	Member State (OK)	Survey of State Environmental Indicators Contact Information	2006
Key Focus 6—Partnerships: Maintain or enhance existing partnerships and strategically explore new	Reach out to existing partners in a coordinated manner.	Solid Waste Subcommittee CERCLA & Brownfields Subcommittee	The Beneficial Use Task Force is working with NEWMOA to use the ASTSWMO beneficial use survey information to update the “Beneficial Use Determination” database maintained by NEWMOA. The Beneficial Use Task Force will be working with EPA in the development of EPA’s beneficial use risk framework.	2007-2008 Starting January 2008

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<i>partnerships.</i>			<p>The State/Regional roundtables at the August 2007 State Solid Waste Managers Conference organized by the Solid Waste Training and Technology Transfer Task Force resulted in follow up actions in several regions such as quarterly State/Region conference calls and follow up meetings of State and Regional staff.</p> <p>Individual members of the Municipal D Waste and Solid Waste Training and Technology Transfer Task Forces and the Bioreactor Landfill Work Group have participated in ITRC conference calls conducting dry-run training ITRC Internet-based training courses on landfill topics.</p> <p>Appointed ASTSWMO representative to Recycled Materials Resource Center (RMRC) Advisory Board at their invitation.</p>	<p>Post-August 2007</p> <p>2006</p> <p>June 2008</p>
		CERCLA & Brownfields Subcommittee	Continues to work with EPA OSRTI and OBLR and has fostered new relationships with EPA OEM and Center for Program Analysis	Ongoing
		Sustainability Subcommittee	<p>The Subcommittee Chair is <u>w</u>orking with EPA on the RCRA Vision 2020, and the development of the roadmap for materials management.</p> <p>The Subcommittee requested, and has received, EPA contacts for the Subcommittee and each of the four Task Forces.</p>	<p>Ongoing</p> <p>Ongoing</p>

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			The Greener Cleanups Task Force is tracking various EPA green remediation activities, as well as those of other organizations, and is providing input as appropriate.	Ongoing
		Tanks Subcommittee	Active commitment between EPA/OUST management and Tanks Subcommittee to stay informed of any developing EPA policy or tank issues through ongoing bi-weekly conference calls. The Tanks Subcommittee has continued to actively work with EPA/OUST Management and New England Interstate Water Pollution Control Commission to coordinate and plan for 2 annual national meetings for regulatory and cleanup issues and funding issues for state UST programs.	Ongoing Ongoing
		Hazardous Waste Subcommittee	The HW Subcommittee has continued to work closely with EPA OSW management and staff to identify and respond to programmatic issues to ensure timely resolution, as well as to coordinate and plan for national and specialty meetings regarding the hazardous waste management program, as well as funding issues for State programs. The HW Subcommittee has also continued to work closely with EPA OECA management and staff to further develop and strengthen the cooperative relationship between ASTSWMO and OECA, to identify and respond to compliance and enforcement issues to ensure timely resolution, as well as to coordinate and plan for national and specialty meetings regarding the hazardous waste	Ongoing Ongoing

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			compliance and enforcement program.	
	Identify and reach out to new partners in a logical manner.	Solid Waste Subcommittee	<p>The Solid Waste Subcommittee Chair was in contact with the Industrial Resources Council (IRC) about their interest in working with ASTSWMO.</p> <p>The Beneficial Use Task Force met with the Industrial Resources Council (IRC) to open a dialogue regarding the beneficial use of industrial materials, and has held subsequent discussions.</p>	<p>November 2007- January 2008</p> <p>March 2008; September 2008</p>
		CERCLA & Brownfields Subcommittee	<p>Partnered with ICMA as co-sponsor to EPA's Brownfields 2008; Participated in agenda development.</p> <p>Worked with NALGEP as co-sponsor to EPA's LTS Roundtable in April 2007 and in identifying Brownfields issues of concern common to both state and local governments.</p> <p>Initiated outreach to NOAA & DOI for funding of NRD Focus Group.</p> <p>Working with National Alliance for Model State Drug Laws and EPA/OEM on coordination of research re: drug lab response.</p>	<p>2008</p> <p>April 2007</p> <p>Fall 2007</p> <p>Ongoing</p>

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		Tanks Subcommittee	<p>Partnered with New England Interstate Water Pollution Control Commission to provide regional cleanup seminars on oxygenate cleanups with particular emphasis on local geological conditions.</p> <p>The Tanks Subcommittee formed a workgroup to assist EPA OUST with their effort to revise the 1988 Federal Regulations.</p>	<p>2007</p> <p>Ongoing</p>
		Federal Facilities	<p>Arranged meeting with Centers for Disease Control (CDC) Agency for Toxic Substances and Disease Registry (ATSDR) regarding mutual activities and interests related to federal facilities and emerging contaminants.</p> <p>Working with EPA's Federal Facilities Restoration and Reuse Office on the solution to revive the Munitions Response Committee (MRC). Core issues are: ASTSWMO involvement – State representation; operational changes to make the MRC more productive; and incorporation of a facilitator.</p> <p>Regarding DSMOA, the Subcommittee continues to work with ECOS and NGA on finding a solution to the current impasse regarding: Interpretation of State enforcement; Funding for State participation on workgroups; and Reimbursable State activities.</p>	<p>December 2008</p> <p>Ongoing</p> <p>Ongoing</p>

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		Hazardous Waste Subcommittee	CAP TF is meeting with RCAP industry group prior to the MY Meeting to discuss industry perspective/issues related to the RCRA Corrective Action Program and CA2020 GPRA goals.	April 2008
		ASTSWMO Staff	<p>Attended meeting of RCRA Corrective Action Project ("RCAP").</p> <p>Participated in "Future of Remediation" benchmarking meeting of stakeholders from the consulting, regulatory and industrial perspectives.</p> <p>Meet with ED of NALGEP to discuss areas of mutual interest.</p>	<p>January 2008</p> <p>February 2008</p> <p>April 2008</p>