

1 Statement from the Bylaws Committee

In the fall of 2004, the Technical Committee of the Iowa Society of Solid Waste Operations (ISOSWO) presented a recommendation to the ISOSWO Board of Directors that the Board chose not to accept. This action, and the discussions surrounding it, spurred an intense discussion about the role of ISOSWO committees and their relationship with the Board.

Long-time ISOSWO member Cindy Turkle wrote a memo to the Board providing a summary list of questions about the role, responsibilities, and authority of committees. Those questions, included here as Attachment 1, were the impetus for the work of the Bylaws Committee in developing this set of Guidelines for ISOSWO Committees. Several written responses to Turkle's questions and our meeting summaries are also included in the Attachment.

As members of the Bylaws Committee, we believe strong and active committees are essential to ISOSWO's future success. Having gone through this process, we also find it critical for Board members and committee participants alike to share an understanding of committee duties and processes. This must include agreement about interactions among committees as well as for committee interactions with the ISOSWO Board.

After several months of work, we offer the following Guidelines for ISOSWO Committees. Although it should be obvious, we note that the guidelines should be reviewed and updated as frequently as needed by changes in committee duties. 1/24/2007 – Changes to these guidelines are sometimes recommended during Board meetings. Those changes that receive general concurrence from the Board, even without a Board vote on the guidelines in their entirety, are added to this document with the date of incorporation and in Arial typeface (i.e., as this text is presented). Every three years commencing from October 7, 2005, all changes will be switched to regular typeface.

We also offer our thanks to all of the ISOSWO committee members and chair people who provided information and insight during the development of these guidelines.

The Bylaws Committee

Sara Bixby, Chair, South Central Iowa Solid Waste Agency
Allen Bonini, Foth & Van Dyke
Barbara Jean Funke, Adair County Sanitary Landfill
Kathy Morris, Waste Commission of Scott County
Scott Smith, Boone County Landfill
Cindy Turkle, Turkle-Clark Environmental Consulting
Mary Wittry, Carroll County Solid Waste Management Commission

October 7, 2005

2 Sources of Guidance

The Bylaws Committee consulted a wide variety of materials in formulating these Guidelines. Sources included but were not limited to:

- The original Affiliation Agreement between the Governmental Refuse Collection and Disposal Association (GRCDA), the forerunner of SWANA, and its Iowa Society of Solid Waste Operations (ISOSWO) Chapter
- Bylaws of the ISOSWO Chapter
 - October 1995 (obsolete)
 - September 2004 (1/24/2007 – Included here as new Attachment 2)
- Bylaws of the Solid Waste Association of North America
- SWANA Management and Administrative (MA) Policies
- Roberts' Rules of Order
- Various policies and procedures of other organizations
- Iowa Open Meetings and Open Records laws

As with changes in committee duties, future modifications of some of these documents (i.e., the ISOSWO and SWANA bylaws and policies) may require the committee guidelines to change.

1/24/2007 – Two sections of SWANA's FY 2007 Background and Orientation Manual pertaining to Chapters and two SWANA MA policies pertaining to expectations for Chapter Board members and members have also been included in new Attachment 2.

- MA 12: Standards of Conduct SWANA International Board of Directors and Chapter Boards of Directors Policies and Procedures
- MA 31: Standards of Conduct for SWANA Members

3 Committee Processes – Relevant to All Committees

3.1 *The role of an ISOSWO committee*

An ISOSWO committee is a group of members formed to address a related series of issues, a single topic, or to complete a specific task on behalf of ISOSWO and its members.

The committees are formed by and work on behalf of ISOSWO and so must be accountable to ISOSWO's governing body – the ISOSWO Board of Directors.

Like the ISOSWO Board, all ISOSWO committees must operate in conformance with SWANA's Management & Administrative (MA) Policy 33 (MA-33) "The Role of SWANA as an Advocacy Association." The full text of MA-33 is included in Attachment 3. Committees are specifically directed to MA-33 Section V and the language that states: "Chapter advocacy activities will focus on state and provincial issues, not national issues, and shall not advocate policies that are in conflict with those established by [SWANA]. SWANA Chapters advocacy also shall be in conformance with the mission and guiding principle and should be based on science, technology and economics."

A list of SWANA MA and Technical (T) policies is also included in Attachment 3. Note that full text of the technical policies is available on SWANA's main website at:

http://swana.org/sections/educate/tec_techpolicies.aspx

See ISOSWO's Chapter Director for copies of specific MA policies.

3.2 *Responsibility of the Board to the Committee*

The Chapter Bylaws do not require the Board to accept a committee's recommendation. This must be understood. However, common courtesy suggests the Board should consider all committee recommendations and if it decides not to accept a recommendation, fully document the reason or reasons for the decision.

3.3 *Committee processes*

Posting meeting times and places

A meeting notice should be distributed via the ISOSWO list-serve to all members. This helps enhance awareness that committees are working for ISOSWO and may help draw a member to a meeting. At a minimum, the meeting notice should include the time, date and place the meeting will occur, as well as enough agenda information that a non-committee member can define the purpose of the meeting. Providing the notice to ISOSWO's newsletter editor, who is authorized to send it to the list-serve, is the responsibility of the committee chair.

The committee chair should provide the following materials directly to committee members:

- The meeting notice described above
- A meeting summary from the previous committee meeting, if applicable
- Any necessary supplemental material

Meeting minutes

Committees will use “meeting summaries” rather than “minutes” as ISOSWO committees do not strictly follow Roberts’ Rules of Order. Committee meeting summaries should include:

- Time and place of the meeting
- Committee attendance – attended, excused, absent
- Meeting agenda
- Summary of discussions and consensus or points of dissension on each agenda item
- Recommendations, if any
- Follow-up assignments or actions needed

Meeting summaries should be reviewed and approved by the committee. After approval, the committee chair is responsible for providing a copy of the summary to:

- The ISOSWO newsletter editor, to be posted on the “members only” section of the website for a period of two years
- The Board Secretary for inclusion in official records and annual SWANA reports

1/24/2007 – Note that subsequent to adoption of these guidelines, Board members asked that they also receive a copy of meeting summaries from the committees. Completion of this task is the responsibility of the Committee Chair. Meeting summaries may be distributed via e-mail or list-serve or other means available to the Chair.

Presenting reports and recommendations to the Board

It is recommended that all active ISOSWO committees be listed under “committee reports” on the monthly Board agenda. Some committees may be temporarily inactive and may be left off that list for a period of time, at the discretion of the President.

The chair of each active committee should prepare a verbal report for the ISOSWO Board. This verbal report may be, but is not required to be, accompanied by a written summary. If the verbal report is to be delivered by someone other than the chair or a committee member, it should be provided as a written summary.

Committee reports should include at a minimum:

- A brief summary of the task or issue under consideration
- The status of the committee’s process and/or discussions

- Any consensus or recommendations, reached to date
- Major points of discussion, especially of dissension

Committees that don't reach a consensus recommendation should at least outline the range of options considered in their final report to the Board.

Final reports and recommendations to the Board must be presented in writing as part of a regular meeting summary that will be kept on file with the ISOSWO Secretary.

Meeting frequency

Rather than conduct business solely by e-mail, active committees should meet in person or via conference call at least once per task. This organized approach to a committee meeting helps all committee members be involved in the task and to more fully participate in the committee process. It also provides an opportunity for other ISOSWO members to participate in a committee process that would not otherwise be possible.

3.4 Participation requirements for committee members

After lengthy discussion, the Bylaws Committee consensus is that there are not specific attendance requirements for committee members. However, someone who has never actively participated in committee work is to be discouraged from dropping in and sidetracking committee efforts at the end of the effort. This is the chair's responsibility to communicate.

3.5 Eligibility to be a committee chair

Any Board member may be called upon to chair an ISOSWO committee.

Any ISOSWO member in good standing can serve as a co-chair of an ISOSWO committee.

Board members should either chair or co-chair (with a non-Board member) all ISOSWO committees. This is based on chapter experience as historically, the ISOSWO Board has found it difficult to get a committee report unless it was presented by a Board member serving as the committee chair.

The Nominating Committee should make potential Board nominees aware that they may be involved in chairing a committee.

If committee chairs are not meeting their obligations to either the committee or the Board, there should a two-step resolution process. First, the President should address the non-performance issues directly with the individual and second, if still unimproved, the President should bring the issues to the Board for appointment of a new chair.

3.6 *Annual Meeting of All Committees*

In November of each year, the President should call a meeting of all committee chairs and vice-chairs to review expectations for committee processes as well as any tasks or projects likely to be undertaken in the coming year. As well as familiarizing committees with process expectations, this meeting is intended to offer an opportunity for committees to address coordination of any overlapping or interrelated tasks.

3.7 *Budgeting as Related to Committees*

The Treasurer should engage all committees in budget development in April and May so that any special committee efforts have funds available as needed for Board-approved activities. This is particularly appropriate for the Member Services and Legislative committees.

4 Individual Committees

4.1 ISOSWO Committees

The ISOSWO bylaws reference four standing committees:

- Audit
- Member Services
- Program and Arrangements
- Bylaws

The Bylaws state that each of the standing committees shall consist of at least three chapter members, be appointed by the President and confirmed by a majority of the other members of the Board.

The Bylaws also specify that the President may appoint other committees needed to conduct the business and affairs of the Chapter. These committee appointments terminate at the annual meeting, unless otherwise specified by the President. Currently, six “de facto” committees have been established under this authorization.

- Technical
- Legislative
- Nominating
- Awards
- Scholarship
- Leadership Advisory Committee

4.2 Audit Committee

According to the Bylaws

4.8.2 Audit Committee. The Audit Committee, which shall consist of three members, shall be appointed by the President (who shall designate the Committee Chair) and confirmed by a majority of the other members of the Board. Preference for an appointment should be given to a past Treasurer and a past Secretary. The committee shall oversee the Chapter’s financial affairs and at such times as the Board shall direct, but at least once per year prior to the annual meeting, conduct a financial audit. The Board shall adopt a policy governing the form of an audit report.

In addition, the committee shall tally the results of (a) all elections of Directors and officers; and (b) voting on such other issues and matters as the Board shall direct. All such results shall be reported to the Chapter Secretary and to the Board during the annual business meeting.

Additional Guidance

The Audit Committee should develop and recommend an investment policy to the Board. The policy should set guidelines on acceptable level of risk in investments, types of investments and institutions that are acceptable, mix of investments and so forth. The policy should direct the Treasurer to actively seek advantageous investments that also comply with investment guidelines, on behalf of ISOSWO. This came out of an understanding that ISOSWO's investment approach had changed somewhat when it made loans to SWANA. The investment policy should be reviewed annually as part of the Audit Committee's efforts to develop the annual audit.

Date completed: _____ Chair: _____

The ISOSWO Board on October 1, 2004, unanimously adopted an operating policy laying out monthly reporting requirements for the Treasurer. A copy is included in Attachment 4.

Add to the Treasurer's Policy, the following sentence: The Treasurer should include investment maturity dates, loan repayment schedules, etc. in his/her monthly reports to the Board.

Date completed: _____ Chair: _____

If the Board has an e-mail discussion on a budget issue and reaches consensus on something via e-mail, that topic should be placed on the next month's agenda for explanation and ratification so it can be entered into the official minutes. Compliance with this reporting is an item for attention by the Treasurer, and ultimately by the Audit Committee during its annual audit.

The ISOSWO Board adopted a process for audits in 2004. A copy is included in Attachment 5.

1/24/2007 - Subsequent to adoption of these guidelines, the Audit Committee recommended that the Treasurer provide a detailed 13 month history of revenues and expenditures (list of deposits and checks written) as part of the documentation provided for use in completing the audit.

In November 2006, the Audit Committee provided its annual audit to the Board including the following recommendations for future use, which they asked to be incorporated in these guidelines:

- Committee recommends that 990EZ is listed each year on agenda for board approval [April agenda as it is due May 15]. **MOVE TO TREASURER'S DUTIES**
- Committee recommends that ISOSWO use a financial institution with a statewide presence so that accounts can remain open and ongoing regardless of the work location of future treasurers.

- Committee recommends that ISOSWO continue to write checks for payment of debts and cash withdrawals, if needed, rather than switch to the use of debit cards or similar electronic means. If cash must be withdrawn, an expense form must be completed and placed on file to document the purpose of the withdrawal.
- Committee recommends that Treasurer seek and bring back to the Board rates for 6 [to] 11 month certificates of deposit as CDs mature. **MOVE TO TREASURERS DUTIES**
- Committee recommends that all new Treasurers have a training session with the President, previous treasurer, and chair of the Audit Committee to review the Bylaws, Treasurer's duties, and applicable policies.

4.3 Member Services Committee

According to the Bylaws

4.8.3 Member Services Committee. The function of the Member Services Committee is to recruit new members and retain current members for the Chapter. Yearly goals for the Member Services Committee shall be established and may include, but are not limited to, the number of new members to be gained, the number of membership renewals achieved, and degree of services. Goals will be established by the Board of Directors at the first meeting after the annual meeting to enable the Member Services Committee to begin its efforts.

Additional Guidance

The duties outlined in the Chapter bylaws seem to cover a lot less than what the Committee actually does. However, there was acknowledgement that the committee name was changed to Member Services (from Membership) exactly because it is the services ISOSWO offers that drives both membership recruitment and retention.

The Member Services committee currently is involved with:

- Promoting the organization
- Managing the website, including the Members Only Section;
- Overseeing the monthly newsletter.

Policies and contracts governing these items are included in Attachment 6.

11/28/2006 – In October 2005, the Member Services Committee presented a recommendation regarding the distribution of job announcements on the ISOSWO list-serve. In January 2006, the Member Services Committee recommended and the Board agreed that there should be a process to determine the distribution of requests for information over the ISOSWO list-serve. A form was created and a process outlined.

Both of these procedures are outlined in a series of Nov. 10, 2006, e-mails incorporated in their entirety in Attachment 6.

Some discussions of this committee may cross over into the efforts of other committees, especially Legislative and Programs & Arrangements.

4.4 Programs and Arrangements (P&A) Committee

According to the Bylaws

4.8.4 Programs and Arrangements Committee. The function of this Committee is to coordinate the Chapter's seminars and meetings. All Chapter-sponsored programs or meetings are to be approved by the Committee and the Board of Directors. The annual meetings may include a dinner and awards ceremony in addition to the annual business meeting.

Additional Guidance

The P&A Committee routinely coordinates with other internal committees and external organizations (i.e., Iowa Recycling Association). Those efforts should also pull in elements of the Member Services Committee as needed to support membership recruitment and retention.

In its coordination with external organizations, the P&A Committee has a great deal of autonomy to make decisions on behalf of the function being planned. However, budgets for conferences and seminars, including proposed registration fees, must be presented to and accepted by the Board before they become official.

The Board does not have to approve conference and seminar agendas in order for them to be official. However, the P&A Committee (and the Board) should take the following items into consideration:

- A) It is the duty of the P&A Committee to present current, topical information. Some of the topics are likely to be controversial as an element of provoking thought and discussion. Controversial, thought-provoking topics are acceptable and even encouraged; however, conference planning groups should also make every effort to obtain a balanced, even-handed approach to a topic (i.e., if you have a presenter from the far end of the spectrum also seek a presenter from the other end of the spectrum). The Board should not micromanage the agenda-setting process but always has the authority (to be wielded seldom, if at all) to ask for a change in topic or speaker should either have the potential to harm the organization.

- B) Conference speakers represent themselves and their organizations in their comments and their participation is intended to educate, to enlighten, and provoke discussion. Conference speakers do not represent ISOSWO. This is why controversial points of view are acceptable in a conference.

In contrast, ISOSWO committees represent ISOSWO in their comments. This representation is why committees report to the elected Board, rather than speak directly to the public at large.

4.5 Bylaws Committee

According to the Bylaws

4.8.5 Bylaws Committee. It shall be the duty of the Committee to review the Chapter's Bylaws and to give guidance on questions of process when requested by the Board of Directors. It is also the responsibility of the Bylaws Committee to review the bylaws and propose needed changes or amendments first to the Board of Directors and upon approval, to the membership.

Additional Guidance

None at this time.

4.6 Legislative Committee

Membership: The Legislative Committee has a defined membership. It consists of ISOSWO members who volunteer to serve on the Committee by clearly expressing their interest to either the President or the Committee chair. These volunteers are included on the Committee membership list, which shall be presented to the Board for recognition in November and as new members are added thereafter. Note that the Legislative Committee has been assigned specific duties and expectations and therefore is not a committee solely of those individuals who attend the fall legislative planning session.

Duties: The Legislative Committee is responsible for hosting the legislative planning session (fall) and legislative breakfast (winter or spring).

The Legislative Committee has historically met as a committee during the legislative planning session when ISOSWO's draft positions on forthcoming legislative issues are drafted. All ISOSWO members, not just committee members, [are invited to] participate in the legislative breakfast. This breakfast is typically held in a meeting room in the Capitol with all legislators invited to attend. ISOSWO "friends" from other organizations such as the Iowa Recycling Association, Department of Natural Resources, Iowa State Association of Counties, and League of Iowa Cities are also invited and frequently participate in this event.

Committee members are expected to:

- Be involved in planning and running the fall legislative planning session as well as other functions
- Meet separately (as do other committees), prepare and review draft legislative positions, vote, and present a recommendation to the Board. 11/28/2006: Subsequent to adoption of this guideline, this was clarified as "approve a consensus set of recommendations."

Schedule: The proposed schedule for Legislative Committee actions is:

- May/June/July – Meeting at end of legislative session to wrap-up and review
- June/July/August – Request for input and thoughts for next legislative session distributed to all Chapter members via the list-serve and via Memo
- September – legislative planning session
- October – Legislative committee meeting in conjunction with fall conference – possibly joint discussion with the IRA committee?
- November – time for committee work as needed
- December – Committee recommendation on legislative positions to the Board
- January/February – annual legislative breakfast
- January to May – ongoing legislative monitoring

Separating ISOSWO Positions from Employer Positions: Sometimes it can be confusing whether a committee chair or member is pursuing a work-driven legislative position or an ISOSWO-driven legislative position. To address this confusion:

1. The Legislative Committee chair shall be employed by a different organization than the committee co-chair or vice-chair.
2. If the Legislative Committee chair must support or advocate a work-driven legislative or regulatory position, they must delegate responsibility for ISOSWO’s response to the issue to the co-chair/vice-chair. The co-chair/vice-chair will work with the remainder of the committee to develop an ISOSWO response and present it to the Board for adoption. This delegation of responsibilities also holds true for the co-chair/vice-chair position as well as other Legislative Committee members.
3. ISOSWO members always have the right and responsibility to choose their own position on legislative issues. If there is a conflict between a work-driven position and ISOSWO position, Legislative Committee members must make that selection for themselves and then clearly articulate the affiliation they are representing in all comments on that position.

Paid legislative support services: Historically, ISOSWO has received the benefit of “free” legislative assistance from Metro Waste Authority, Iowa State Association of Counties, and the League of Iowa Cities. In spite of everybody’s best intentions, this complementary effort can lead to confusion about affiliations and sometimes leave gaps in ISOSWO’s legislative efforts. In 2005, ISOSWO contracted with two independent contractors to serve as our “legislative watchdogs” at a cost that is unlikely to be sustainable in the long-term. As a result of this effort,

ISOSWO Board and Legislative Committee members concluded that web access to the legislative information pages can provide much of the same information about the content of pending legislation as the two contractors and in as timely a fashion.

However, during 2005, ISOSWO continued to receive the benefit of time and assistance from Metro Waste Authority's paid lobbyist, who helped arrange the legislative breakfast. This effort, which was not included in the ISOSWO service contract, required more direct knowledge of the workings of the Capital during the legislative session.

The Legislative Committee should be aware that "legislative watchdog" assistance is crucial for keeping on top of committee schedules, arranging access to legislators, arranging on-site events, and knowing when we should act. It is not crucial for learning the content of all legislation.

Tasks: During 2005, the Legislative Committee, as part of its meeting process, should:

1. Identify ISOSWO needs for on-the-ground legislative expertise
2. Identify potential service providers
3. Investigate the potential for more sustainable partnering relationships (e.g., Metro Waste Authority, others) to access services of those providers

Date completed: Jan. 6, 2006 Chair: Sarah Rasmussen

See following memo from the Legislative Committee to the ISOSWO Board of Directors.

Note also that the 2007 Legislative Services Agreement is being written to include the participation of one or more legislative services providers at ISOSWO's annual fall conference. A 2007 legislative services agreement is included in the attachments herein.

Place holder

placeholder

4.7 Nominating Committee

According to the Bylaws

5.7 Nominations. The Chapter President shall appoint four members in good standing to serve on a committee for the purpose of nominating officers and Directors for the ensuing year. The Past President shall be a member of the Nominating Committee and shall serve as its presiding officer.

5.8 Schedule. The Nominating Committee shall be formed in June of each year. The committee shall submit its recommendations to the Board of Directors no later than mid-August of that year so nominations can be approved. Notice of nominations shall be made known to the membership of the Chapter at least thirty (30) days and no more than sixty (60) in advance of the annual business meeting. Ballots must be completed and returned no later than a deadline of five (5) calendar days prior to the annual business meeting of the Chapter. If mailed via the U.S. Postal Service, the ballot must be postmarked by the deadline. If returned electronically or via facsimile the ballot must be received by the deadline. Electronic ballots shall be printed out on the day they are received in order to document the receipt date. Anything returned after the deadline shall be considered invalid and discarded.

Additional Guidance

The Nominating Committee will be called to order to make recommendations in the event of a Board member resigning or being removed from the Board.

A Nominating Committee member who wishes to be on the election ballot should resign from the Nominating Committee and be replaced on that committee by appointment of the President prior to the development of the ballot.

The Nominating Committee should at all times include at least one corporate member or at least one public sector member (i.e., at least one representative of the membership sector – public or private – then in the minority in Chapter membership).

11/28/2006 – In November 2006, the Board received a recommendation that ballots be returned to a third party receiver (e.g., a accountant or attorney not involved with ISOSWO) rather than to an ISOSWO member or Board member to fully avoid perceptions of bias in the election process.

4.8 Awards Committee

Membership: The Awards Committee consists of at least three and no more than five members in good standing appointed annually by the President and approved by the Board.

Duties and Schedule: The Awards Committee's basic purpose is to recommend to the Board of Directors individuals and organizations worthy of recognition for their service to ISOSWO, SWANA, and/or the Iowa solid waste management industry. ISOSWO has both public and private sector members and will recognize excellence of any of them on behalf of the Iowa solid waste management industry.

At a minimum, awards are to be announced and presented annually at the ISOSWO/IRA Fall Conference, typically held in September or October.

The Awards Committee solicits nominations each summer, screens the nominations two months prior to the fall conference, and makes recommendations to the Board of Directors in closed session at the Board's meeting in the month prior to the conference.

Committee members purchase/produce the actual awards/certificates after Board concurrence, prepare and release media notices during and after the fall conference, and assist the Board President with presentations at the Fall conference banquet.

The committee reviews its nomination solicitation forms during the month of May and recommends changes to the Board of Directors at the Board's June meeting.

The Awards Committee meets when needed, usually via email, from May through October.

The committee also assists the Board with any nominations submitted by the Board to SWANA for a national recognition award. Those nominations, not done every year, are submitted as required by the SWANA schedule, which currently means work is completed in the first quarter of each calendar year.

Awards Committee members should be aware of their potential to have a conflict of interest if judging an application submitted by or on behalf of their employer. Awards Committee members should abstain from participation in a discussion about an award from their employer or from any other group with which they or the remainder of the committee perceive a conflict of interest.

4.9 Scholarship Committee

Membership: The Scholarship Committee consists of at least five and no more than six members in good standing appointed annually by the President and approved by the Board. The Committee shall strive, though is not mandated, to have at least one member from each of the Iowa DNR field districts.

Duties and Schedule: The Scholarship Committee meets at least once each year to review Iowa-based applications for SWANA’s scholarship award. The Committee follows the specific guidelines set forth by SWANA. If considering more than one application, the Committee can recommend only the highest scoring applicant in each SWANA category.

Although the Scholarship Committee shall report its recommendations to the Chapter Board, scholarship nominations to SWANA do not require Board action nor an ISOSWO Board endorsement. This is consistent with SWANA policy designed to minimize the perception of “politics” and undue persuasion in the selection process.

Conflicts of Interest: A Scholarship Committee member who has a relative seeking either an ISOSWO and/or SWANA scholarship should resign from the Scholarship Committee and be replaced by appointment of the president prior to any applications review.

Tasks: SWANA asks that each Chapter have a local scholarship fund to help attract applicants to the international program. Currently, ISOSWO does not have such a fund. The Scholarship Committee is asked to consider possible funding sources and sustainability for a state scholarship program to complement the international SWANA scholarships.

Date completed: _____ Chair: _____

4.10 Technical Committee

Membership: Membership on the Technical Committee is open to all ISOSWO members in good standing. Committee members are appointed annually by the President and approved by the Board.

An ISOSWO group will sometimes participate in a more specific discussion or series of discussions with DNR – for example, the small group that worked with DNR to develop proposed comp plan rule revisions. These small groups are technically subcommittees of the Technical Committee and appointment to them is by the Board and reflective of the specific skills and interests of the individuals appointed to the topic at hand. Previous membership and participation on the Technical Committee is preferred but not required for these appointments.

Charge: The Technical Committee gathers together ISOSWO members with an interest and expertise in solid waste management to provide input into proposed or existing regulations, laws, guidelines, processes, policies and procedures. Frequently, but not always, these items are originated as rules under the Iowa Administrative Code or as laws under the Code of Iowa. Historically, such issues have been related more to the engineering and scientific aspects of solid waste management than to the planning aspect. However, recent efforts have focused on all of the solid waste management rules, including comprehensive planning, and have also addressed air and water quality, which are governed through separate DNR bureaus.

Duties and Authority: Items considered by the Technical Committee are frequently but not always assigned by the President or Board. The committee chair can call meetings of the Technical Committee without a Board directive or in advance of such an assignment; however, any resulting action or advice must be directed to the Board for consideration.

The Technical Committee as a whole has the authority to investigate issues, participate in discussions with other groups, research and ask questions; however, it should be careful in those conversations and meetings not to present itself as representing the final ISOSWO position on any given issue – unless the Board has already adopted a position to which the Technical Committee can refer.

The Technical Committee as a whole cannot represent an output as a final ISOSWO policy or position without first receiving Board approval of the output.

When a Technical Committee subcommittee is to be appointed, the ISOSWO Board should clearly identify the duties and responsibilities of that group on behalf of ISOSWO. Sometimes those duties and responsibilities may involve offering preliminary agreement on behalf of ISOSWO; however, the subcommittee must report to the Board and gain its input thereafter in order for the agreement to be binding.

Separating ISOSWO Positions from Employer Positions: As with the Legislative Committee, it is sometimes confusing whether a committee chair or member is pursuing a work-driven technical position or an ISOSWO-driven technical position.

- 1) The Technical Committee chair shall not be employed by the same organization as the committee co-chair or vice-chair.
- 2) If the Committee chair must support or advocate a work-driven position, they must delegate responsibility for ISOSWO's response to the issue to the co-chair/vice-chair. The co-chair/vice-chair will work with the remainder of the committee to develop an ISOSWO response and present it to the Board for adoption. This delegation of responsibilities also holds true for the co-chair/vice-chair position as well as other Technical Committee members.
- 3) If there is a conflict between a work-driven position and an ISOSWO position, Technical Committee members must clearly articulate the affiliation they are representing in all comments on that position.

Discussion and Cautions: As part of developing these guidelines, the Bylaws Committee had an extensive discussion with the Technical Committee chair about the role of the Technical Committee. Some individuals felt the Technical Committee should grow beyond that of a “regulatory watch dog” or respondent into a “think tank” that provides input and referrals for the Program and Arrangements (i.e., conferences) committee. Concerns with this role related to its potential to “step on the toes of” Program and Arrangements Committee members.

Others felt the Technical Committee should continue to play the more responsive role. The scope of the responsive role was also explored – with some committee members believing the committee was meant to comment on DNR rules and questions and others arguing for more proactive development of standards and guidance for use within the Iowa solid waste industry.

The group agreed on the following points:

- 1) The Technical Committee cannot replace DNR nor should it be perceived as filling DNR's role for setting standards.
- 2) The Technical Committee has a responsibility to use its collective expertise to help educate ISOSWO members.
- 3) The Technical Committee and Planning & Arrangements Committee should meet to discuss potential program topics in advance of agenda development for conferences and seminars.

Tasks: The ISOSWO Board should contact DNR to reiterate our interest and desire to actively participate in the formulation and modification of rules and regulations affecting the state's solid waste management industry.

Date completed: Participation is ongoing Chair: Hal Morton

4.11 Leadership Advisory Committee

Membership and Appointment: The Leadership Advisory committee is a five-member committee chaired by the President. Other members include:

- An ISOSWO officer, probably the Vice President
- Another ISOSWO Board Member
- Two ISOSWO members-at-large, preferably but not required to be one from the public sector and one from the private sector

The Nominating Committee will identify and recommend to the Board two at-large individuals (members in good standing) to serve on this committee. The Bylaws Committee recommendation is that the nominees should be drawn, if possible, from individuals who regularly attend ISOSWO Board meetings or participate in ISOSWO committees. A list of committee members, including Board members, shall be presented to the full Board for appointment in the first Board meeting following the annual election.

Term: The term of the Leadership Advisory Committee is consistent with that of ISOSWO's officers. If a member-at-large serving on the committee is elected to the ISOSWO Board; resigns or is removed from the Committee; or ceases being an ISOSWO member, the Nominating Committee will seek and recommend a replacement for Board approval.

Purpose: The Leadership Advisory Committee is charged with keeping the ISOSWO Board on track with development of its charter. The Committee is intended:

- 1) To ensure continuity of planning and leadership for ISOSWO, largely through organizing and implementing the Board retreat and its follow-up activities
- 2) To offer opportunities to involve and train individuals who may become the next generation of ISOSWO officers
- 3) To handle other tasks assigned by the Board of Directors