Appendix C

Roles & Responsibilities

The Roles and Responsibilities of Each Position Within the Combustion Byproducts Recycling Consortium

U.S. Department of Energy - National Energy Technology Laboratory

- " Funds projects
- " Serves as program oversight manager.

Program Manager (William Aljoe)

- " Works directly with the Consortium Manager to ensure the program is developing satisfactorily and that all criteria are being adhered to as specified in the contract between the NMLRC and the U.S. DOE-NETL.
- " Reviews technical and financial reports and other documentation.
- " Communicates directly with the Director, members of the National Steering Committee, Regional Center Directors, Regional Advisory Committee members, and other CBRC participants on an as-needed basis to ensure program requirements are being met.
- " Provide the annual budget for CBRC
- " Assist in the development of RFPs
- " Review all pre-proposals and proposals
- " Reviews all draft and final project reports
- " Assist in selections of research projects
- " Assist the NSC in updating national research priorities
- " Attend all CUB symposia
- " Provide periodic updates to the steering committee via email and phone conferences
- " Does not vote in NSC elections or in NSC pre-proposal and full proposal selections
- " Can override NSC selections or pre-proposals or full proposals.
- " Publicize CBRC as much as possible to keep it a viable funding mechanism within DOE
- " Look for better ways to conduct CBRC business, incorporating feedback from the steering committee members
- " Manage the cooperative agreement with the project management entity
- " Issue press releases, techlines etc. regarding CBRC activities
- " Maintain the CBRC web page within NETLs website

National Center

- " Awards and administers research contracts

Director (Paul Ziemkiewicz)

- " Coordinates overall program management and program direction with DOE program manager and consortium manager
- " Assists in developing research projects
- " Attends steering committee meetings
- " Reviews RFP
- " Meets with press on as-needed basis
- " Discusses steering committee recommendations with the steering committee chair
- " Votes in NSC elections and in NSC pre-proposal and full proposal selections
- " Reviews all pre-proposals and full proposals
- " Reviews all draft and final project reports
- " Solicits members to serve on the National Steering Committee

Consortium Manager (Tamara Vandivort)

- " Facilitates communications between committees, DOE-NETL, research contractors, and external agencies
- " Submits technical and financial reports to funding agency(ies).
- " Submits other reports to the funding agency(ies) as required
- " Writes press releases
- " Develops dissemination strategies
- " Oversees CBRC page on internet web site
- " Schedules, organizes, and facilitates steering committee meetings
- " Reviews RFP for completeness and accuracy
- " Provides RFP drafts to the NSC for review
- " Develops final RFP incorporating comments from the NSC
- " Develops proposal scoring/ranking system to be used by proposal reviewers incorporating recommendations from scoring/ranking system reviewers
- " Serves as point of contact for potential proposal applicants
- " Reviews incoming pre-proposals and full proposals for completeness
- " Makes sure incoming pre-proposals and full proposals are logged and copies transferred to reviewers/regional directors
- " Drafts letters to applicants regarding submitted proposals (i.e., received, incomplete, etc.)
- " Drafts letters to award recipients that their proposal has been accepted, status of funding, etc.

- " Compiles the top proposals from each of the 3 regions for the National Steering Committee
- " Maintains current status report on all projects
- " Communicates with regional directors on a regular basis for technical progress and financial reports on the projects under their management
- " Assures contractors meet all performance, reporting, and budget requirements
- " Conducts preliminary budget review.
- " Communicates on a regular basis with DOE Program Manager to ensure program objectives are being met in a timely fashion
- " Communicates with Regional Advisors/Reviewers Chairs
- " Makes research results available to the public via seminars, newsletters, the internet, etc.
- " Does not vote in NSC elections or in NSC pre-proposal and full proposal selections

National Steering Committee

As stated in the cooperative agreement between the National Mine Land Reclamation Center and DOE-NETL, the “NMLRC [is] to develop a program steering committee capable of providing guidance on coal combustion by-product research priorities and policy objectives. Membership should [include State and Federal agencies as well as representative(s) from private industry.]”

CBRC National Steering Committee and Chairperson Responsibilities

The CBRC National Steering Committee provides guidance on coal combustion by-product research priorities and policy objectives. Membership includes persons representing the utility industry, state and federal agencies, the mining industry and groups with specific interest in CCB use and placement. Members include but are not limited to the following:

- ! American Coal Ash Association
 - ! Indiana State Department of Natural Resources
 - ! Illinois Office of Coal Development
 - ! Interstate Mining Compact Commission
 - ! National Mine Land Reclamation Center
 - ! Office of Surface Mining
 - ! Ohio Coal Development Office
 - ! Tennessee Valley Authority
 - ! TXU Energy
 - ! United States Army Corps of Engineers
 - ! United States Environmental Protection Agency
 - ! University of Kentucky
 - ! University of New Hampshire
 - ! Utility Solid Waste Activities Group

The CBRC National Steering Committee Members:

- ! Work together to identify national research priorities
 - ! Review draft RFPs and authorize same for distribution
 - ! Annually review the program’s performance
 - ! Submit ranked pre-proposals for invitation to submit full proposals and full proposals for funding consideration through CBRC Management to US DOE-NETL
- ! Advise the CBRC Director and Program Manager on strategic direction
- ! Make project funding recommendations

- ! Approve overall CBRC structure and timetables
- ! Select, from its membership, Regional Directors
- ! Nominate and select Regional Chairs
- ! Offer advice regarding other CCB reuse funding opportunities and related research activities
- ! Coordinate among other government agencies with similar roles
- ! Review final reports for their respective regions
- ! Votes in NSC elections and in NSC pre-proposal and full proposal selections
- ! A member-at-large may be selected for each region at the discretion of the NSC
- ! The member-at-large has the same responsibilities and voting rights as a standard NSC member

The National Steering Committee typically meets annually or at an appropriate interval to review potential projects for funding. DOE may not provide funding every calendar year, so in between regularly scheduled meetings, the National Steering Committee may meet by teleconference or transact business electronically, as needed.

The National Steering Committee Chairperson (Howard Humphrey)

- ! The Chairperson coordinates activities of the steering committee. This includes coordination with the CBRC Program Management activities such as National Steering Committee meetings, agendas and locations for these meetings and serving as the Facilitator for these meetings.
- ! The Chairperson communicates recommendations of the National Steering Committee to the National Center's Director, to the DOE-NETL Program Manager and other members of the Program Management.
- ! The Chairperson, approximately quarterly, coordinates teleconferences between the Program Manager, the Consortium Manager and Regional Directors to keep apprised of CBRC issues and the status of projects and DOE funding.
- ! Typically, the Chairperson reviews all pre-proposals and full proposals submitted in response to CBRC RFPs and is prepared to compare and contrast projects that are similar between Regions.
- ! The Chairperson serves as a resource to the Program Manager, the Consortium Manager and to Regional Directors in matters pertaining to CCB use, industry and regulatory issues affecting CCB use and in any other aspects as needed.
- ! Recommends candidates to serve on the National Steering Committee, in CBRC Program Management or to serve in Regional roles.

- ! The Chairperson will facilitate the transition of new NSC members, Regional
- ! Directors, and Chairs
- ! Votes in NSC elections and in NSC pre-proposal and full proposal selections

Regional Advisors/Reviewers

As stated in the cooperative agreement between the NMLRC and DOE-NETL, "NMLRC [is responsible for] reviewing RFPs developed by consortium [advisory] committee members... [and] will actively recruit membership for the [advisory] committees comprising the consortium. A minimum of 10 representatives throughout the coal-burning community should be sought. This includes coal utilities, coal suppliers, ash marketers, emission control equipment suppliers, etc."

Chairs (Cheri Miller, Vacant, Vacant)

- " Coordinates the activities of the regional advisory committee
- " Communicates committees' recommendations to the National Steering Committee; the Director; Consortium Manager; and to the DOE/NETL Program Manager
- " Attends National Steering Committee meetings when necessary, ie. proposal review, etc.
- " Has responsibility for selecting advisors/reviewers
- " Assists in identifying regional research priorities for use in the RFP
- " Reviews and evaluate pre-proposals and full proposals for funding consideration
- " Identify funding opportunities for research projects
- " Reviews draft and final project reports
- " Votes in NSC elections and in NSC pre-proposal and full proposal selections

Advisors/Reviewers

- " Assist in identifying regional research priorities for use in the RFP
- " Review and evaluate pre-proposals and full proposals for funding consideration
- " Identify funding opportunities for research projects

Regional Centers

Directors (James Hower, Debra Pflughoeft-Hassett, Y. Paul Chugh)

General philosophy: The CBRC Regional Directors are charged with the responsibility of facilitating accomplishment of CBRC goals and objectives as developed by DOE/NETL, the National CBRC office, and the National Steering Committee. The Regional Directors perform this role by direct communication to regional contractors and National CBRC. The Regional Director works with all CBRC groups and contractors to develop and accomplish high quality research and development project that address national and regional priorities and goals.

- ! Provide technical expertise to CBRC:
 - " Review and comment on pre-proposals, full proposals, statements-of-work, and reports;
 - " Report on technical issues/questions raised by regional stakeholders;
 - " Contribute to development of national and regional priorities.
- ! Technical Oversight of Regional Projects:
 - " Communicate NSC recommendations on work scope to regional contractors;
 - " Work with regional contractors to develop appropriate and technically feasible work statements, deliverables, and timelines;
 - " Review and comment on regional contractor's reports;
 - " Communicate with regional contractors to follow work progress, assess deviations from stated work plan, reschedule work if needed;
 - " Provide technical input to regional contractors or identify appropriate experts, regulators, or others as needed;
 - " Communicate regional project progress to National CBRC
- ! Administrative Duties
 - " Facilitate regional forums for development of regional priorities and report regional priorities to National CBRC and NSC;
 - " Promote the CBRC program to regional stakeholders to facilitate high quality, high visibility technology transfer and submission of high quality, targeted research proposals;
 - " Submit periodic summaries of regional research projects, participate in NSC meetings and conference calls, and participate in other internal and external technology transfer and informational meetings, conference calls, etc.
- ! Regional Directors do not vote in NSC elections or in NSC pre-proposal and full proposal selections