



**SWANA**<sup>®</sup>  
SOLID WASTE ASSOCIATION  
of North America

**CALIFORNIA CHAPTERS**

FOUNDING

SIERRA

GOLDRUSH

**LEGISLATIVE TASK FORCE**

[www.swanocalleg.org](http://www.swanocalleg.org)

**LEGISLATIVE ADVOCATES**

PAUL J. YODER

Shaw/Yoder/Antwih, inc.

1415 L Street, Suite 200

Sacramento, CA 95814

(916) 446-4656

FAX (916) 446-4316

[paul@shawyoderantwih.com](mailto:paul@shawyoderantwih.com)

**CHAIR**

WILLIAM MERRY, PE., BCEE

Monterey Regional  
Waste Management District

14201 Del Monte Boulevard

P.O. Box 1670

Marina, CA 93933

(831) 384-5313

[wmerry@mrwmd.org](mailto:wmerry@mrwmd.org)

**VICE CHAIR**

LISA WOOD

CITY OF SAN DIEGO

9601 Ridgehaven Court #210

San Diego, CA 92123

[lwood@sandiego.gov](mailto:lwood@sandiego.gov)

**TREASURER**

NANCY L. EWERT, PE.

KERN COUNTY

2700 M Street, Suite 500

Bakersfield, CA 93301

[nancye@co.kern.ca.us](mailto:nancye@co.kern.ca.us)

**SECRETARY**

MARK URQUHART, PE.

Senior Project Manager

HDR ENGINEERING, INC

2365 Iron Point Rd. #300

Folsom, CA 95630

(916) 817-4933

[Mark.Urquhart@hdrinc.com](mailto:Mark.Urquhart@hdrinc.com)

April 8, 2011

The Honorable Jerry Brown  
Governor of California  
State Capitol Building, First Floor  
Sacramento, CA 95814  
Attn: Appointments Secretary

RE: Appointment of CalRecycle Director

Dear Governor Brown:

The Solid Waste Association of North America (SWANA), the largest association of solid waste professionals (7,700 members), is committed to advancing the practices of environmentally and economically sound management of municipal solid waste. On behalf of their California Chapters, Legislative Task Force, I am writing to urge your consideration of characteristics we would like to see in the next Director of CalRecycle. Our members are under the direct authority of CalRecycle and therefore have extensive knowledge of the characteristics required for an informative, supportive Director.

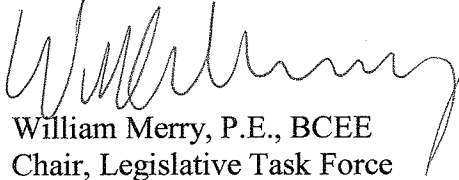
Please accept the following characteristics for consideration when making your appointment:

1. **Broad Solid Waste, Recycling and Resource Management Experience.** We strongly recommend that the successful candidate have a broad background in solid waste, recycling and resource management. Ideally, that person will have experience both at the state and local level as well as experience working successfully with local government, the private sector, and non-governmental organizations to find common ground. Because the services of this sector are primarily delivered at the local level, strong experience working with local government is particularly important.
2. **High Level Management Experience.** CalRecycle is a large organization of more than 700 employees. We believe that in order to effectively run and manage an organization that large, you must have experience managing an organization with a large number of employees and diverse responsibilities.
3. **Willingness to Listen and Consider Alternatives.** With the elimination of the Waste Board, the Director is now the ultimate decision-maker on the regulations affecting our industry, including important and costly permitting and compliance issues. The Solid Waste Industry is not black and white and requires someone with a willingness to listen and consider alternatives while still obtaining the desired outcome.

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Thank you for your consideration of our views regarding this appointment. We are happy to discuss our recommendations and experiences with you should you desire to do so. Please contact me at (831) 384-5313 or [wmerry@mrwmd.org](mailto:wmerry@mrwmd.org).

Sincerely,



William Merry, P.E., BCEE  
Chair, Legislative Task Force

cc: The Honorable Darrel Steinberg  
Members, Senate Rules Committee