



SWANA[®]
SOLID WASTE ASSOCIATION
of North America

CALIFORNIA CHAPTERS

FOUNDING

SIERRA

GOLDRUSH

LEGISLATIVE TASK FORCE

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

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

VICE CHAIR

LISA WOOD

CITY OF SAN DIEGO

9601 Ridgehaven Court #210

San Diego, CA 92123

lwood@sandiego.gov

TREASURER

NANCY L. EWERT, PE.

KERN COUNTY

2700 M Street, Suite 500

Bakersfield, CA 93301

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

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.

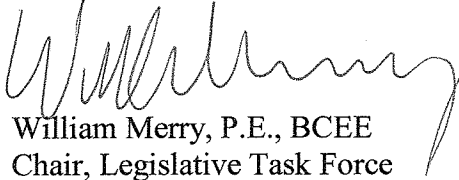
Please accept the following characteristics for consideration when making your appointment:

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.

The Honorable Jerry Brown
April 8, 2011
Page 2

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.

Sincerely,



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

cc: The Honorable Darrel Steinberg
Members, Senate Rules Committee